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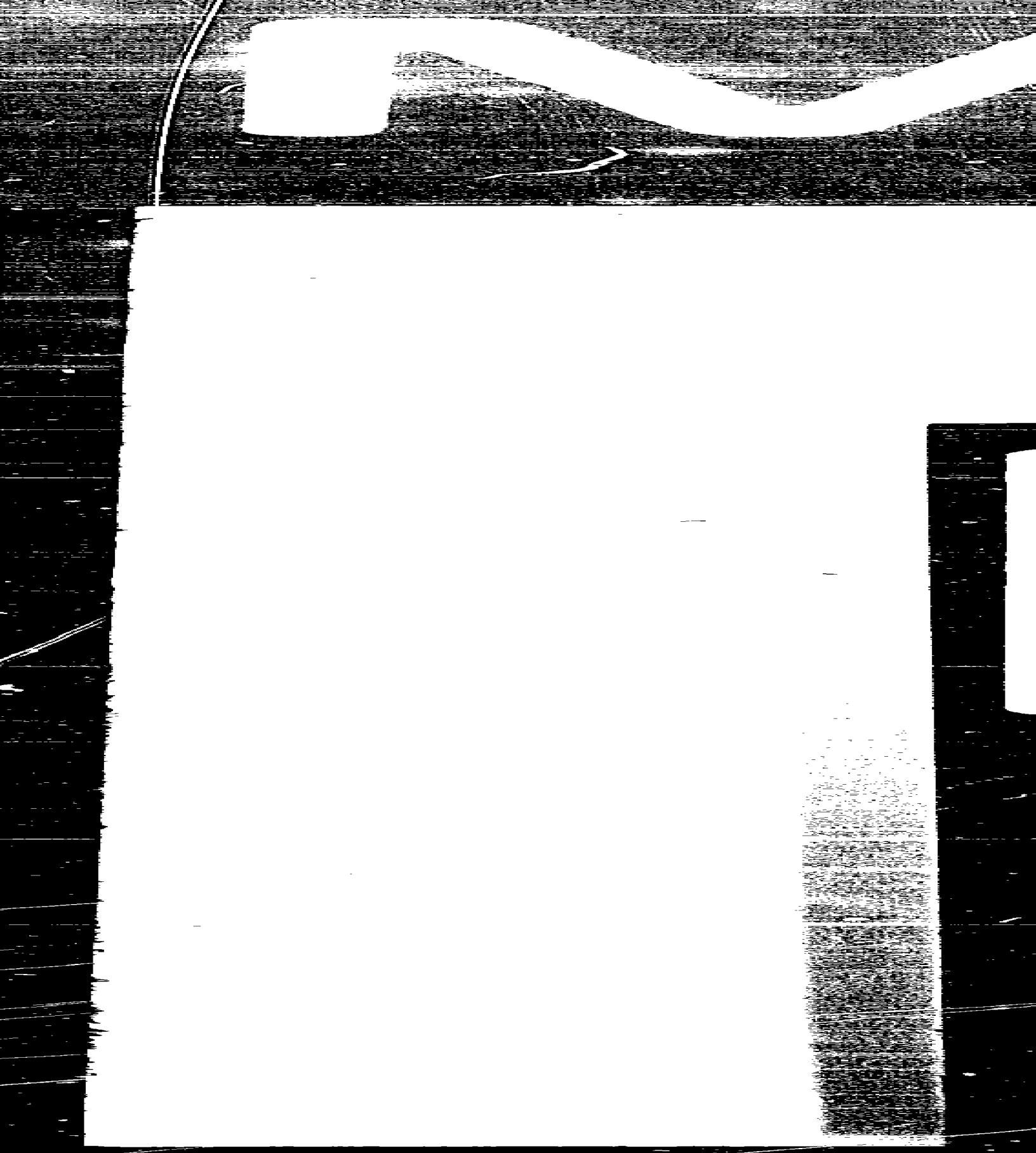
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**ABSTRACT**

Descriptions of 238 hospital payroll jobs are based on a job analysis study of all jobs within specified departments of 27 hospitals, and are intended for use of public employment offices and as a source of occupational information for hospital personnel administrators. Under major sections corresponding to the hospital divisions of Administration, Professional Care, and Plant Operation and Maintenance, a total of 29 individual departments are arranged in alphabetical order. The description of each department defines the function and purposes of that department, lines of authority, relationship with other groups, organizational chart, and other information. Following each description are discussions of the jobs in that department, outlining: (1) job duties, (2) machines, tools, equipment, and work aids needed to perform the job, (3) education, training, and experience, (4) worker traits, (5) job relationships, and (6) professional affiliation. (SB)





ED056209

# JOB DESCRIPTIONS and ORGANIZATIONAL ANALYSIS for HOSPITALS and RELATED HEALTH SERVICES

U.S. DEPARTMENT OF HEALTH,  
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Prepared in Cooperation With  
THE AMERICAN HOSPITAL ASSOCIATION

UNITED STATES DEPARTMENT OF LABOR

J. D. HODGSON, *Secretary*

MANPOWER ADMINISTRATION

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## SPECIAL NOTICE

This volume has been prepared by the U. S. Training and Employment Service in cooperation with the American Hospital Association, primarily for the use of public employment offices and as a source of occupational information for hospital personnel administrators.

Each job description has been compiled from a number of different sources and therefore describes the occupation in a generalized, composite form. Consequently, no description can be expected to coincide exactly with any specific job in a particular establishment or in a particular locality. To be of greatest use, the descriptions should be supplemented by local information concerning the specific jobs in the community.

The U. S. Training and Employment Service has no responsibility for the settling of jurisdictional matters or the setting of wages and hours. In the preparation of job descriptions, no facts concerning such matters were collected. It should be clearly understood, therefore, that because of their nature, job descriptions published by the U. S. Training and Employment Service cannot be considered standards for the determination of hours, wages, or jurisdictional matters.

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## For^word

The need for uniformity of hospital organizational structure, and of job titles and the functions to which those titles refer, continues to exist. However, the variables—size, control, location, objectives, physical plant, type of assignment, and a number of other factors—existing among hospitals throughout the country make it extremely difficult to attain standardization or for any single study to fit the needs of every hospital.

Because of the difficulties inherent in preparing and determining job titles and job descriptions, many attempts to do so have been unsuccessful in that they have failed to answer adequately the need for information about hospital jobs and hospital functions. This compilation, which replaces the one published in 1952, marks the first successful attempt to complete and publish a definitive study in the field.

Since 1952, both the organizational structure and the functions performed in hospitals have changed dramatically to meet new and improved developments and thinking in the field. These changes prompted the present revision and updating of this volume. Because of rapidly changing concepts of the role of hospitals in providing health care services, further revisions will doubtlessly be necessary from time to time.

This publication represents a notable contribution to hospital literature and, while not totally answering the need for standardization, will serve as a guide to hospitals in developing organizational patterns and in allocating functional responsibilities. It can serve as a pattern against which a hospital representative may review and compare his institution's work assignments—both internally and with other hospitals. The information will be helpful in comparing job titles and the duties performed under these titles. Other uses, outlined in the introduction, may be made of this volume.

It is hoped that hospitals, schools, colleges and universities, employment officers, libraries, and related groups not only will find this document valuable to them, but also will assist in

future revision by forwarding comments and suggestions designed to make the data more current and reflective of the national scene.

We are pleased to have collaborated in the preparation of both the original study and this revision.



**MARKE BERKE**  
*President, American Hospital Association.*

## Preface

Great strides in medical research, technological aids to diagnosis and treatment, extension of hospital and health insurance plans (including the Medicare and Medicaid programs), and the expansion of a more health conscious population, along with higher per capita income, have made health services one of the fastest growing sectors of the economy. As a result, chronic shortages of medical and health personnel have been intensified despite the training of new health personnel, which has not proceeded fast enough.

This revision of *Job Descriptions and Organizational Analysis for Hospitals and Related Health Services* (hereafter referred to as *Hospital Job Descriptions*) has been prepared by the U.S. Training and Employment Service of the Manpower Administration in collaboration with the American Hospital Association to fill the need for basic job information pertaining to hospital and related health service occupations.

The original edition, published in 1952, proved to be a useful tool by providing reliable occupational information for hospital administration, for management at various levels, and for personnel of the public employment service—all of whom used it in their placement, counseling, and related activities. These activities included recruitment, interviewing, referral, job and employee evaluation, training, and utilization of hospital workers.

Since 1952, numerous changes have taken place in job content, performance requirements, and responsibilities. In addition, new jobs have emerged. These changes and additions are due largely to increased knowledge and technological advances. Passage of legislation, such as the Manpower Development and Training Act, has expanded resources in health manpower. These factors combine to emphasize the urgent need for current information about hospital occupations. Also, this type of occupational information is sought by high school and college guidance counselors in assisting young people to plan study courses and research projects; librarians need it to support and supplement other job information on library shelves; and vocational counselors use it to set up training courses in health occupations, both for school systems and the many subsidized training and assistance programs throughout the country.

A number of factors combine to account for the rapid growth

of the health service industry. The growing affluence of our society has been accompanied by greater demand for high-quality health care. The expansion of health insurance coverage has helped to finance this care—a large majority of Americans currently have at least some coverage under health insurance plans. The population explosion has had its effect. Government subsidies for hospital construction have raised manpower requirements. A significant increase of older and younger people in the population has added to the demand for health services, as has the rapid growth of the research and development sector of the industry. Additional demand has resulted from the expansion of health services for low-income persons under the Economic Opportunity Act and the current increase for military and veteran health services. Finally a major expansion in the number, the capacity, and the type of services of nursing homes has sharply increased requirements. And it appears that these demands will continue to mount over the next decade.

Approximately 3.7 million persons are now engaged in health services, 2.4 million of whom are employed in hospitals. Projections for 1975 indicate that jobs in health services will increase to 5.5 million, 3.4 million of which will be in hospitals. Accordingly in 1975, hospital employment of health service personnel will have increased an estimated 40 percent over the current level of employment. This increase will be reflected in every hospital health service occupation, ranging from an estimated 5-percent increase in pharmacists to an estimated 50-percent increase in attendants and nurses.

Most people tend to think of health services in terms of doctors, dentists, and nurses. It is true that this highly trained core of professionals is a key element of the health service work force. But they account for little more than a third of total health service personnel. The other two-thirds is composed mainly of practical nurses, attendants, and nurse aides; technicians and therapists skilled in X-ray and laboratory procedures, rehabilitative treatments, and other specialities; and a wide range of supportive personnel concerned with recordkeeping, administration, food handling, supplies, housekeeping, maintenance, and related tasks. These jobs range from unskilled labor to highly skilled professionals, and they constitute a dynamic element in the total work force.

Proper utilization of these workers' skills is essential both to the quality of the services rendered by the hospitals and to the morale and efficiency of the employees. The data in this volume

will provide the basic occupational information about hospital jobs and hospital functions that is essential to effective personnel administration and to the solution of the manpower problems facing hospitals and other health services.

Advances in medical science and health technology are bringing about constant changes in the kinds of work done by health workers and the emergence of many new jobs. Such changes are altering traditional occupational patterns in the health service industry and are reflected in this volume.

Some of the new jobs added in a large number of hospitals since 1952 include inhalation therapist, communications coordinator, medical-record technician, cathetherization technician, dialysis technician, audiologist, speech pathologist, therapy technician, director of staff development, heart-lung machine operator, surgical technician, specialized therapists, and jobs dealing with radioactive materials.

This study will contribute substantially toward the development of standards for job titles and duties in the hospital and related health service fields. The proper use of this information, with whatever modifications are necessary to reflect the individuality of specific organizations, will inevitably result in more objective decisions relating to a variety of personnel matters. Moreover, the understanding of mutual problems which results from such utilization will necessarily increase the effectiveness of the relationship between hospitals and their community employment service offices.

Contributions to this revision came from many sources. The primary source data were obtained through job analysis—studying the jobs in hospitals. For this information, we should like to thank the staffs of the occupational analysis field centers of State employment security agencies in the following States: California at Los Angeles; Michigan at Detroit; Missouri at St. Louis; New Jersey at Bloomfield; North Carolina at Raleigh; Texas at Austin; Washington at Seattle; and Wisconsin at Madison. Special appreciation goes to the staffs of the following hospitals who cooperated with the occupational analysts from the field centers in their areas:

#### California

Cedars-Sinai Medical Center—Mount Sinai Division at Los Angeles

Crenshaw Center Hospital at Los Angeles

Glendale Sanitarium and Hospital at Glendale

**Memorial Hospital of Long Beach**  
**St. Luke's Hospital at Pasadena**  
**Michigan**  
**Crittenton General Hospital at Detroit**  
**Harper Hospital at Detroit**  
**Mount Carmel Mercy Hospital at Detroit**  
**Park Community Hospital at Detroit**  
**Missouri**  
**Deaconess Hospital at St. Louis**  
**Faith Hospital at St. Louis**  
**Jewish Hospital of St. Louis**  
**New Jersey**  
**Cherry Hill Hospital at Cherry Hill**  
**Hunterdon Medical Center at Flemington**  
**Metropolitan Hospital at Philadelphia**  
**Princeton Hospital at Princeton**  
**United Hospitals of Newark**  
**North Carolina**  
**Memorial Hospital of Wake County**  
**Texas**  
**University of Texas M.D. Anderson Hospital at Houston**  
**Washington**  
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**The American Society for Hospital Engineers**

The American College of Hospital Administrators

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This document was prepared by the U.S. Training and Employment Service in the Office of Technical Support, Harold K. Montross, Director, and Vladimir D. Chavrid, Assistant Director for Technical Development and Analysis, OTS. It was developed under the leadership of Carl A. Heinz, Chief, Division of Occupational Analysis and Career Information, with guidance and general supervision by Charles R. Beckley, Assistant Chief, and direct supervision by Walter S. Studdiford. The contents of this book were organized, written, and prepared for publication by Virginia B. Nichols.

During the period of preparation, suggestions were made and assistance given by numerous American Hospital Association staff members whose experience and expertise in hospital and other health matters made their cooperation invaluable.

## Introduction

### NATURE AND FORMAT OF THE VOLUME

The general scope of the *Hospital Job Descriptions* revision project covered complete revision of the 1952 edition. Each job that appeared in the previous publication was restudied to insure that both its content and the peripheral data were current in every respect. The introductory materials, the department narratives, and the organization charts were also reexamined and streamlined. A major effort was made to identify and develop descriptions for hospital occupations that have developed since 1952.

The job descriptions prepared for this study are based on data assembled from many sources and from different parts of the country. The U.S. Training and Employment Service compiled a comprehensive inventory of the job titles most frequently found in hospitals. This original compilation of hospital job titles covered approximately 800 different titles and was based upon reexamination of job descriptions found in (1) the 1952 edition of the *Hospital Job Descriptions*, (2) the revised edition of the *Health Careers Guidebook*,<sup>1</sup> (3) special hospital studies conducted by approximately 25 State employment services, and (4) occupational information provided by specialists in the hospital field. The inventory was subdivided into departments or organizational groupings and parceled out, together with available source materials, to State employment security agencies' occupational analysis field centers for study.

The American Hospital Association selected 27 hospitals located near eight occupational analysis field centers (California, Michigan, Missouri, New Jersey, North Carolina, Texas, Washington, and Wisconsin). These hospitals ranged in size from 48 to 748 beds. Each center was instructed to conduct a job analysis study of all jobs within specified hospital departments of each hospital in its assignment. Each department was assigned to more than one center, insuring geographical as well as institutional occupational variations. The job analysis information was recorded on a U.S. Training and Employment Service Job Analysis Schedule, and a composite job description

<sup>1</sup> *Health Careers Guidebook* (Washington: U.S. Department of Labor, Manpower Administration, 1965).

was prepared using the schedules as source material. The national office received more than 1,000 of these schedules which were combined into more than 300 composite job descriptions, with accompanying organizational charts and narrative reports.

Some of these composites were again "composed," resulting in a total of 238 job descriptions—55 more than the number contained in the 1952 edition. This increase is accounted for by jobs, mainly technical, that have emerged since 1952, such as Inhalation Therapist, Cytotechnologist, Nuclear Medical Technologist, and Audiologist; job breakdowns such as Hospital Guide, Dietetic Clerk, Medical Record Clerk, and Dispensary Clerk; and the inclusion of jobs not new to the economy in general, but new to the hospital locale, such as Parking Lot Attendant, Public Relations Director, Health Physicist, and Industrial Engineer.

Since these job descriptions reflect the occupational situation as it exists in a variety of localities, they are composites and cannot be expected to coincide exactly with any single position in a specific institution. Therefore, usually it will be necessary to adapt descriptions to fit individual organization patterns and jobs before they can be used with complete accuracy. For that reason it is important that those who use this material be familiar with the meanings and purposes of the various sections included in the volume and with the several parts of the individual job descriptions.

There were decisions to be made about the jobs to be included or excluded from this volume. A hospital, whether a single building or a large complex, must of necessity be somewhat self-contained and self-sustaining. The people to be employed include those who are involved with direct patient care, such as the nursing service, laboratory, and technical personnel; also those necessary to support patient care, such as business, administration, service, and plant operation and maintenance. Thus, a variety of jobs is included that relate directly and indirectly to patient care and treatment, plus those members of the medical profession who have accepted the hospital responsibility to be department heads, such as Radiologist, Psychiatrist, Anesthesiologist, Pharmacist, Dentist, and Pathologist. Excluded from definition are physicians, surgeons, and members of specialized medical and other professions who provide day-to-day and consultative services to hospitalized patients. These professional people have private practices outside the hospital, give care and treatment to hospitalized patients for whom they are

responsible, and thus are accountable to the Chief of Medical Staff; but they have no other responsibility to the hospital administration.

This study is mainly concerned with employees on payrolls in patient care establishments. It does not include self-employed professionals, proprietors of health establishments, or students, volunteers, or other unpaid personnel.

The information presented in this publication is in terms of those occupational situations occurring in an average-size general hospital. The organization of the information is in accordance with the three major hospital divisions—Administration, Professional Care, and Plant Operation and Maintenance. Within these divisions are the related departments arranged in alphabetical order, with the exception of the Executive Department which is placed first in the Administrative Division. Each department is described in narrative form with a suggested organization chart and followed by descriptions of the jobs in that department.

#### DEPARTMENT NARRATIVES

The narrative description of a department defines the functions and purposes of that department and establishes its limits of responsibility. In this manner it serves to set the framework within which departmental structures may be established. In addition, the narrative presents the lines of authority; relationships with other departments and groups; accrediting agencies governing specialized activity, together with some indication of the minimum essential requirements for an accredited department; extent of supervision and direction given personnel in the department; and the relative significance of the department within the overall institutional structure. In this manner, the narrative serves to inform the reader of the general organization and objectives of a hospital and to establish the pattern for the individual job descriptions that follow.

The narrative provides an opportunity to present useful occupational information which, because of its nature, is general to every job in that department and which would present only repetition and bulk if repeated for each of the related job descriptions. This information concerns administration, personnel policies and practices, peculiarities of the department or organizational grouping, special equipment, general hazards, working conditions, and other features considered helpful to those who

use this publication. Thus, information in the narrative is necessary to present a full picture of each individual job in the department.

General Clerical, Outpatient, and Technical Services Departments, have been arbitrarily devised in order to assemble into homogeneous groups those jobs that exist in any one or a number of different departments. Very likely, neither group of workers exists as a separate department in hospitals. They are grouped in this way for greater clarity in presenting descriptions of the jobs allocated to these activities. No department narrative has been formulated, nor has an organization chart been prepared for either group, since specific assignments and lines of supervision will depend upon where and to whom the workers are assigned. For each group, a cover page lists the jobs in alphabetical order followed by a short statement indicating how the jobs should be treated.

#### ORGANIZATION CHARTS

The organization chart presents a picture of the department as an integral, functioning part of the total operation of the institution and shows at a glance the vertical and horizontal lines of authority and responsibility among the workers. Generally, the organization chart shows the descending order of authority and responsibility from supervisor through subsidiary workers.

A suggested organization chart for each department, using the titles of the jobs presented in this volume, follows the department narrative. These charts are not necessarily reflections of the structure in any one institution but present the pattern implied by the specific jobs covered in this study. The organization charts represent a composite picture of what is typically found in the hospital and related health services. Solid lines denote lines of direct supervision. Broken lines denote a *may* or *multi* element of supervision. Each chart carries a word of caution for its application.

#### JOB DESCRIPTIONS

The descriptions for the department's jobs follow the narrative and organization chart. Although there may be as many kinds of job descriptions as there are uses for them, an attempt

was made to develop a format for these descriptions which will be useful and understandable by a number of audiences.

The arrangement of the job descriptions in each department is primarily alphabetical. The description for the department head is always placed first, followed in alphabetical order by the remainder of the jobs in the department, regardless of professional or supervisory status. There are two exceptions to this arrangement: in Nursing Service, the Directors, Supervisors, and Nurses are grouped first because of their close relationships; and in Radiology—Nuclear Medicine, the three jobs belonging to Nuclear Medicine are grouped together because they could be a separate department. Assistance in locating specific descriptions on a departmental basis is provided by means of a table of contents in the front of the book; there is also an alphabetical index of job descriptions at the back.

Many phases of personnel management are predicated on the availability and use of accurate and reasonably detailed job information. The need for such information exists even though supervisors may feel that they fully understand the jobs that they supervise. Continual changes in procedures and techniques result in realignment of tasks to meet a variety of situations, and active and ambitious workers may enlarge the scope of their own activities while other workers lose or forego portions of theirs. If personnel decisions are to possess any validity, they must be based on comprehensive job descriptions that are systematically revised to reflect the current job situation in as accurate a manner as possible. The descriptions contained in this volume may well serve as a starting point from which interested persons may prepare descriptions more reflective of their own situations. There is a section entitled "Instructions for Preparation of Job Descriptions" for guidance if desired.

#### **Titling**

In general, titles for the job descriptions were selected on the basis of general usage or acceptance in hospitals. This title is called *main title* and appears in capital letters, centered, at the head of each description, and in capital letters wherever it is found throughout the volume. Beneath this main title will appear a number of alternate titles, in lowercase letters, which are names by which the same job may be known. A title followed by a code number appears in the upper right-hand corner

of the first page of each job description. This title may or may not match the main title; it is the title by which the job appears in the *Dictionary of Occupational Titles* (DOT).<sup>2</sup> Some jobs are so new that they do not appear in the current edition of the DOT; they will appear in future releases.

#### Contents of the Job Description

Each job description has six sections in order to group the information presented. These six sections are titled: Job Duties; Machines, Tools, Equipment, and Work Aids; Education, Training, and Experience; Worker Traits (Aptitudes, Interests, Temperaments, Physical Demands, and Working Conditions); Job Relationships; and Professional Affiliation.

**JOB DUTIES:** This section begins with an introductory statement which summarizes the activities of the job and immediately orients the reader in regard to the scope of the job. It contains information specific to (1) duties performed by the worker; (2) the objective or purpose of the job—what gets done as a result of the worker's actions; (3) the devices (machines, tools, equipment, and work aids) utilized by the worker; and (4) the materials, products, or subject matter with which the worker is concerned or the service which he renders. This statement should provide the reader with an overall concept of the purpose, nature, and extent of the duties performed, and how the job differs generally from other jobs in the department or organizational setup.

The remainder of the section expands upon the introductory statement and explains the important details of the job logically and concisely. The material consists of an orderly presentation of the tasks of the job and is composed of a series of statements telling what the worker does and why and how he performs the various tasks. The tasks that comprise a job are arranged either in chronological or in functional order. Tasks can be arranged chronologically when a job has a specific cycle or sequence of operations that can be described in the order in which the worker is called upon to do them, such as in many routine clerical, housekeeping, laundry, and engineering and maintenance jobs. A functional arrangement of job tasks and duties is used for jobs having no regular cycle of operations, which are more difficult to describe since they involve a con-

<sup>2</sup> *Dictionary of Occupational Titles* (2 vols., 3rd ed.; Washington: U.S. Department of Labor, Manpower Administration, 1965).

siderable variety of duties and responsibilities that generally have no established sequence of operations. The functional arrangement has been used for the most part to describe administrative, technical, and professional jobs.

In preparing these composite job descriptions, tasks were found that were not integral parts of the job and did not always occur but could be performed by the worker under certain circumstances of the job situation. These tasks are listed usually at the end of the Job Duties section and introduced by the word *May*.

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS:** An indication of those items that the worker uses, or with which he works, are listed here. The listing is not exhaustive.

**EDUCATION, TRAINING, AND EXPERIENCE:** Education refers to the minimum amount of formal education usually required of an applicant before the placement process can be started. Little information is to be gained by a mere listing of preferred academic achievements. Insofar as possible, specific subject matter is indicated that should have been mastered by the applicant. In many instances where the required academic level is relatively low, educational qualifications are stated in terms of ability to speak, read, and write, and to make simple arithmetic calculations. In those instances where educational requirements have been established by an accredited professional association, the established qualifications have been stated.

In a similar manner, the Training and Experience items are designed to present the experience qualifications usually required of an applicant in addition to the training received either prior to hiring or while on the job. Similar to the item on Education, these may not coincide exactly with the qualifications established by specific institutions, but they do represent a consensus arrived at after investigation of many different sources. Again, it is *minimum* training and experience requirements necessary for adequate performance on the job. Except for those requirements determined by accredited professional associations, the qualifications represent the opinions of hospital administrators and personnel directors engaged in selection and placement. The various qualifications are not always standardized and considerable variation exists among employers as to requirements. However, an effort has been made to indicate the range of such hiring requirements.

Included in this section are licensure requirements. This means a license required by a professional association, such as for

Therapist, certain Technicians, and many jobs in the laboratory; State and municipal licensing for Nurses and for some jobs in engineering and maintenance; and in some cases a license to drive a car or truck, if driving is a necessary part of the job.

**WORKER TRAITS:** This section identifies the characteristics a worker must possess in order to learn and to perform successfully the duties of the particular occupation. The ability of an individual to adjust to a specific type of work is as significant as the education and training qualifications he brings to the occupation. Consequently, there have been judgments of a number of components: Aptitudes, interests, temperaments, physical activities, and environmental conditions to which individual workers must adjust. Information concerning basic abilities and traits is essential for such programs as evaluating jobs, determining possible job transfers, and selecting proper workers to perform the jobs. A listing and definition of each factor for the various components is contained in the section entitled Definition of Worker Traits which appears at the back of the book.

This section replaces the Performance Requirements section of the 1952 edition. Although the headings are different, the basic concepts are the same. Some indications are presented of the level of occupational difficulties by describing the demands made by the job on the worker. The section indicates the individual's major responsibilities in terms of preferences for, and abilities to, handle various types of situations through such factors as dexterities; materials, equipment, and processes; and cooperation with others. The responsibility factor relates in part to the degree of supervision given and received and the decision limits within which a job must conform.

An effort has been made to provide some indication of a number of worker characteristics essential to successful performance on the job. They have been described here in narrative form, using Worker Traits terminology, to explain how each trait pertains to that particular job. Insofar as possible, each factor selected as relevant to the job has been accounted for by examples from the Job Duties section. Those components chosen are not necessarily exhaustive. A brief explanation of the components is:

*Aptitudes* mean the specific capacities and abilities required of an individual in order to learn or perform adequately a task or job duty. This component, made up of 11 specific aptitude factors, includes the nine aptitude factors contained in the General Aptitude Test Battery (GATB) developed by the U.S. Training and Employment Service and two additional factors not

measured by the GATB. Those aptitudes selected seemed significant in the occupation and are identified in terms of specific work situations. The factor of intelligence, however, was not rated because of the difficulty in writing meaningful descriptive statements for this relationship.

The *interests* component is defined as a preference for a particular type of work experience. It consists of five pairs of bipolar factors, arranged so that a preference for one factor in a pair generally indicates a lack of interest in the other factor in the pair. Those interest factors selected seemed to be significant to the job in question and are identified in terms of specific situations.

The *temperament* component consists of 12 factors that reflect different work situations. Each work situation describes a type of activity that demands a different adjustment on the part of individual workers. Those temperament factors selected appeared significant in the occupation and are identified in terms of specific duties.

*Physical demands and working conditions* are two separate components, combined for brevity and because of certain relationships. Physical demands are physical activities and sensory perceptions required of a worker by the work performed. These demands serve as a means of expressing both the physical requirements of the job and the physical capacities a worker must have to meet the requirements. There are six physical activity factors: Lifting, carrying, pushing and/or pulling (strength); climbing and/or balancing; stooping, kneeling, crouching, and/or crawling; reaching, handling, fingering, and/or feeling; talking and/or hearing; and seeing. Working Conditions are complementary to physical demands but describe the surroundings in which the job is performed and indicate any hazards inherent in the work. There are seven factors describing environmental conditions: Inside, outside, or both; extremes of cold plus temperature changes; extremes of heat plus temperature changes; wet and humid; noise and vibration; hazards; and fumes, odors, toxic conditions, dust, and poor ventilation.

Those physical demands and working conditions factors selected are significant to the job in question by meeting the established criteria for successful performance and are identified in terms of specific job duties. These components serve a useful purpose in the employment of women, youth, older workers, and particularly the handicapped. Obvious working conditions such as "clean, well-lighted, heated, and ventilated hospital rooms" as well as obvious hazards for which standard precautions are taken such as "danger

of falls on wet floors" or "exposure to communicable diseases" have been omitted, in most cases, from the job descriptions. Specific hazards that apply to an entire department are discussed in the department narrative.

**JOB RELATIONSHIPS:** This section, along with the department narrative, serves to establish the occupation in question within the total structure of the department in which the job occurs and, in addition, to indicate lines of supervision and progression. It is divided into four subsections: the first two are "Workers Supervised" and "Supervised by." These subsections indicate the probable lines of supervision and establish the areas of responsibility for supervisory positions. Usually, exact titles, such as those in this publication, have been used. Where entries may include a considerable number of titles, a general statement, such as "clerical workers assigned to this department" has been made. The third and fourth subsections are "Promotion from" and "Promotion to." These serve to position the job within the promotional hierarchy of the hospital organization and to indicate the promotional possibilities available to each individual. Jobs requiring little academic achievement or previous experience have been labeled "This may be an entry job." Again, wherever possible, exact titles have been used.

**PROFESSIONAL AFFILIATION:** There is a listing of names and addresses of professional associations or organizations usually associated with a professional occupation. The associations listed are usually of national level, since it would be nearly impossible to include all the existing regional, State, or local associations.

## THE HOSPITAL

The hospital is a complex organization utilizing combinations of intricate, specialized scientific equipment and functioning through a corps of highly trained personnel educated to the goals and techniques of modern medical science. All these are blended into the common purpose of restoration and maintenance of good health.

As an organization, the hospital provides special facilities and trained personnel to facilitate the work of the physician in his care of the patient—who is the focal point about which all activities of the hospital revolve. In the delivery of medical services to patients, therefore, the medical staff, including nurses and other personnel, becomes a most important factor. The character and extent of hospital services are adjusted continuously to keep abreast of social changes and advances in medical science. This requires frequent replacement and addition of equipment, effective training opportunities, and coordinated departmental organization.

Although primary emphasis is placed on the care of bed patients, the frontier of the hospital in recent years has been extended from the sick person in the hospital bed to the sick or potentially sick person in his normal living situation. In addition to outpatient clinics, for example, hospitals have been assuming more and more responsibility for programs of preventive medicine. They serve as the medium in many communities through which physicians and nurses, along with voluntary and official health agencies, pool their efforts for improvement of the public health. This public education aspect of hospital service is rapidly becoming important in the service rendered to the community by the hospital.

An important correlative function of the hospital is the education of both professional and paramedical staffs. The medical and nursing professions, as well as a number of other vocations, depend heavily upon the hospital for education and training. The hospital is the only locale in which students of medicine and nursing can obtain the broad practical experience necessary to supplement and round out their academic instruction. In many instances this applies equally to the business, administrative, and service staff of the hospital. Technicians of all types must keep abreast of advances in their respective fields and these advances often take place within the hospital. Only there can they obtain the requisite on-the-job training necessary to become familiar with new de-

velopments. The educational and training programs for each of these groups require planning, organization, and direction. All of the programs have a bearing upon the hospital's service and must be fitted into the overall operation of the hospital.

Another broad function of the hospital is to facilitate the investigative studies and research in the fields of medical services while concerning itself with improving administrative procedures. Some hospitals have the resources and facilities to support an effective program of basic research. Here it is necessary to coordinate the work of the scientist and the clinician in order to provide opportunity for the development of projects of fundamental research and to apply the knowledge gained to the practice of medicine.

In most hospitals, opportunities are present for a variety of clinical studies. Valuable data are accumulated in the medical records of the thousands of patients cared for in hospitals. These data are used to test the hypotheses and the scientific investigations that result from fundamental research. Most hospitals continuously encourage formal or informal research programs designed to improve the overall services which hospitals make available to the public.

Thus, the hospital brings together various types of personnel and facilities. Here, then, are combined specific lifesaving efforts with related public health, educational, and research activities. Although there is no typical hospital which reflects the special emphasis placed on the various phases of its comprehensive health programs, all participate to some degree in all of the related activities. Hospital personnel must work, therefore, in an atmosphere of coordinated effort of trained and experienced personnel, whose interlocking efforts reflect the unusual breadth and depth of hospital functions.

In some aspects, the hospital resembles and incorporates activities usually found in commercial enterprises. In addition to the business, administrative, and service departments commonly found in commercial enterprises, the hospital usually includes a power plant, a dietary service, a paint shop, and a maintenance staff. In this regard, a hospital incorporates industrial functions, but the similarity does not extend throughout its entire organization and operation.

While industry is created through individual initiative to provide a service or product for private gain, hospitals are established as a result of group effort to provide a public service. Industry produces tangible goods or services which it offers to the public

at an established price and which the public accepts or rejects according to its desire for the product and judgment of the quality and cost of the item or service. Hospitals provide facilities and personnel for a service which the recipient usually does not elect to receive, which he often does not understand, and at a cost which often is not predictable.

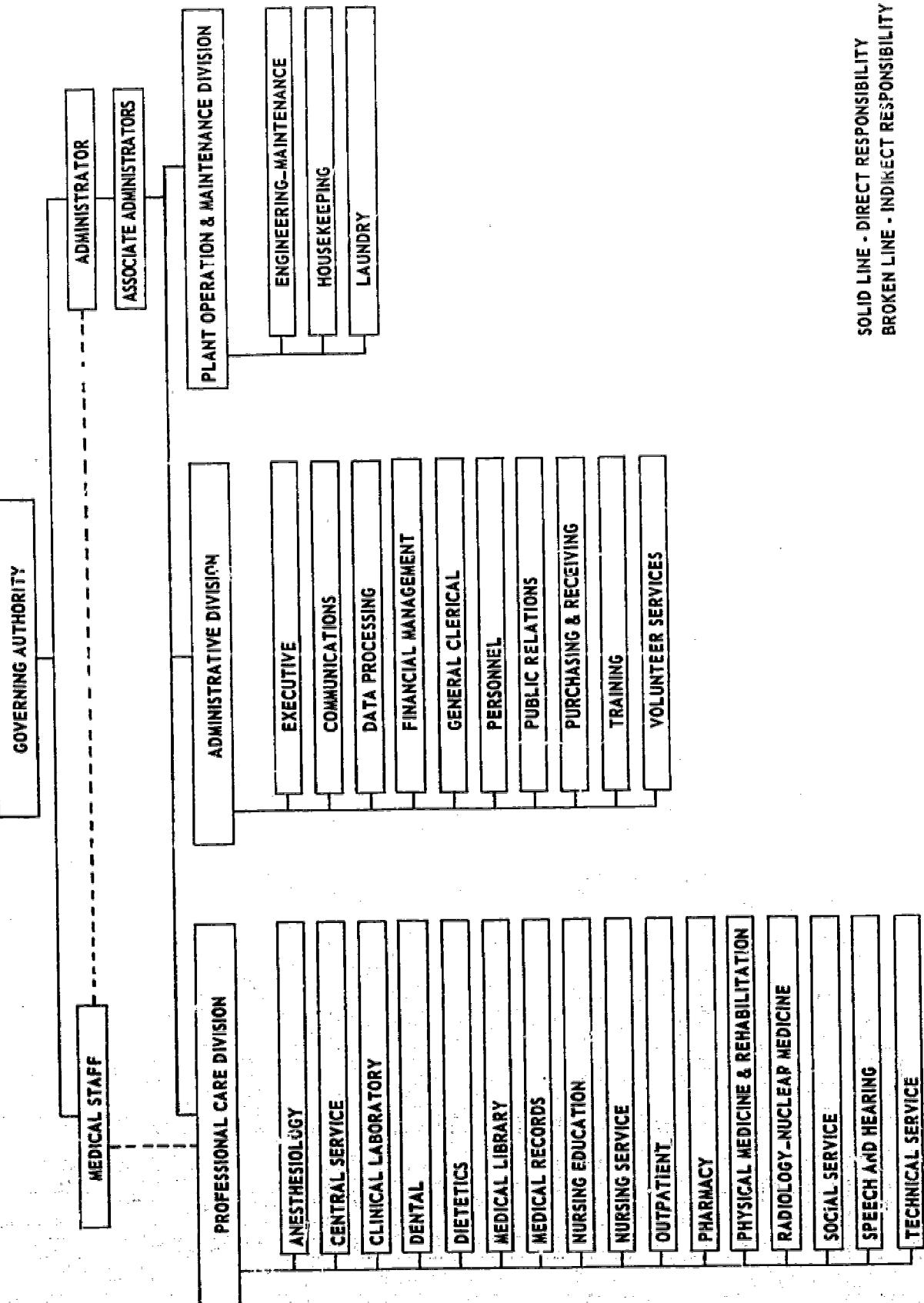
Industrial efforts are built upon regular time schedules and carefully established production processes. Work programs of employees can be specific and binding. Hospital staffs must be organized to meet emergencies rather than to follow routine production schedules. This requires constant program planning, personal sacrifices on occasion, and extended hours of work. The hospital functions 24 hours each day, 7 days each week, and 52 weeks each year. Hospital employees deal continuously with people who are emotionally and physically upset, so that technical and mechanical skills must be fitted within a framework of quiet persuasion and full understanding of abnormal human behavior.

Industry relies upon a clearly established direct line of authority from top management to production employees. Such organizational structure is not as readily established or easily defined in the hospital. Two major authorities, one involving administration of the institution and the other dealing with the provision of professional medical care, must coordinate efforts to produce desired results. Hospital employees have responsibility to both authorities, and must be constantly on the alert to serve both of them well, to favor neither, and to understand the responsibilities of each. In addition, hospital personnel must be sensitive to the demands, desires, and needs of patients and their relatives so that satisfaction is assured. To this end, hospital employees must work to maintain a unity of purpose within their organizations.

If the greatest possible values are to accrue from the efforts of hospital employees, it is necessary that there be awareness of, and continued emphasis on problems of human relationships among medical staff members as well as between hospital personnel and patients. And a coordinated team effort is essential to accomplish the end objective of hospital care—the restoration of the patient's health. A close working relationship is possible only when all employees and all levels of management understand the functions, responsibilities, and authority of each person, department, and division of the complex organization called a hospital. The combined efforts of individuals aided by mechanical devices, working on a background of a vast reservoir of scientific and technical knowledge, is the hospital. Its level of performance

is directly related to the interest, diligence, and competence of the people who staff it.

SUGGESTED ORGANIZATION CHART FOR A TYPICAL LARGE GENERAL HOSPITAL BY DEPARTMENTS



NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

## **ADMINISTRATIVE DIVISION**

**EXECUTIVE  
COMMUNICATIONS  
DATA PROCESSING  
FINANCIAL MANAGEMENT  
GENERAL CLERICAL  
PERSONNEL  
PUBLIC RELATIONS  
PURCHASING AND RECEIVING  
TRAINING  
VOLUNTEER SERVICES**

## EXECUTIVE DEPARTMENT

**PURPOSE:** Direct all functions of the hospital in keeping with overall policies established by the governing board, in order that objectives of health care, advancement of knowledge, and overall contribution to community welfare may be achieved most effectively, economically, and to the satisfaction of patients, employees, and medical staff.

**RESPONSIBILITY:** Interpreting and administering policies of governing board, and acting as technical advisor and liaison officer in matters involving formulation of these policies. To execute these functions properly, the department is responsible for management and supervision of all aspects of hospital activities, including planning and direction, public relations, budget and finance, personnel administration, volunteer services, purchase and supply, plant maintenance, housekeeping, general administrative services, and coordination of medical staff activities into the patient care program.

More specifically, responsibilities of the Executive Department include:

1. Transmitting, interpreting, and implementing policies, rules, and regulations affecting all hospital activities and personnel; establishing procedures for systematic performance of hospital duties; and coordinating activities of all departments.

2. Acting as liaison among governing board, medical staff, and hospital personnel, and encouraging maintenance of professional and medical standards through insistence on an organized medical staff prepared to adhere to prescribed quality standards. The ADMINISTRATOR is the chief executive officer of the board. In cooperation with medical staff and governing board, the Executive Department contracts for services of members of medical staff who are licensed to practice in the State.

3. Providing for equipment and facilities consistent with community needs and goals of the hospital, and insuring that high professional standards are maintained for health care. The Executive Department has primary responsibility for the safety and protection of hospital patients.

4. Formulating and maintaining an effective program of public relations. This involves explaining hospital costs and functions to the public, interpreting purpose and importance of the hospital

in relation to community welfare, and participating in community affairs.

5. Maintaining sound financial structure, including establishing fee schedules, providing for careful, economical, and safe administration of funds, and maintaining accurate records of hospital finances. In cooperation with all departments, the Executive Department prepares a budget for approval by the board and drafts recommendations covering future operations of the hospital.

6. Formulating sound personnel policies and disseminating these policies to all hospital employees, developing an organizational structure with clearly defined lines of authority and areas of responsibility which will enable the employees to work together toward common objectives, selecting and training qualified department heads, coordinating all department activities, and establishing lines of communication between administrative and line employees.

7. Supervising maintenance and protection of buildings and grounds, giving final approval on equipment and supplies, and contracting for new construction.

8. Keeping up to date with advances in management techniques and business methods, technological changes, and economic and political trends, and broadening the perspective and scope of hospital services to meet expanding needs of the community.

9. Preparing periodic reports to the governing board covering progress and programs, as well as the activities of, and projected plans for, the hospital.

10. Maintaining liaison with local, State, and regional hospital and governmental health councils and planning agencies.

**AUTHORITY:** The ADMINISTRATOR reports directly to the governing authority, known as the Board of Directors, Board of Governors, or Trustees, and responsibility is delegated to him for carrying out established rules and regulations of the board. The guiding and directing force for administration comes from the governing authority as the primary policymaking body, and it specifically expresses the aims and goals to be achieved. The ADMINISTRATOR assists the governing authority in policy determination and initiates action on many matters which require an expressed policy. He develops statements of policy for consideration and approval by the governing authority. At the same time, constant review and periodic modification of policies are essential. After policies are adopted, the ADMINISTRATOR is delegated full authority to conduct activities of the hospital to achieve de-

sired results. The ADMINISTRATOR, in turn, delegates to department heads authority over their respective departments.

**INTERRELATIONSHIPS AND INTRARELATIONSHIPS:** Ultimate responsibility for all hospital activities rests with the ADMINISTRATOR. Coordination of various sections or departments is a major function of the Executive Department. To accomplish this the Executive Department maintains effective communication with all departments of the hospital.

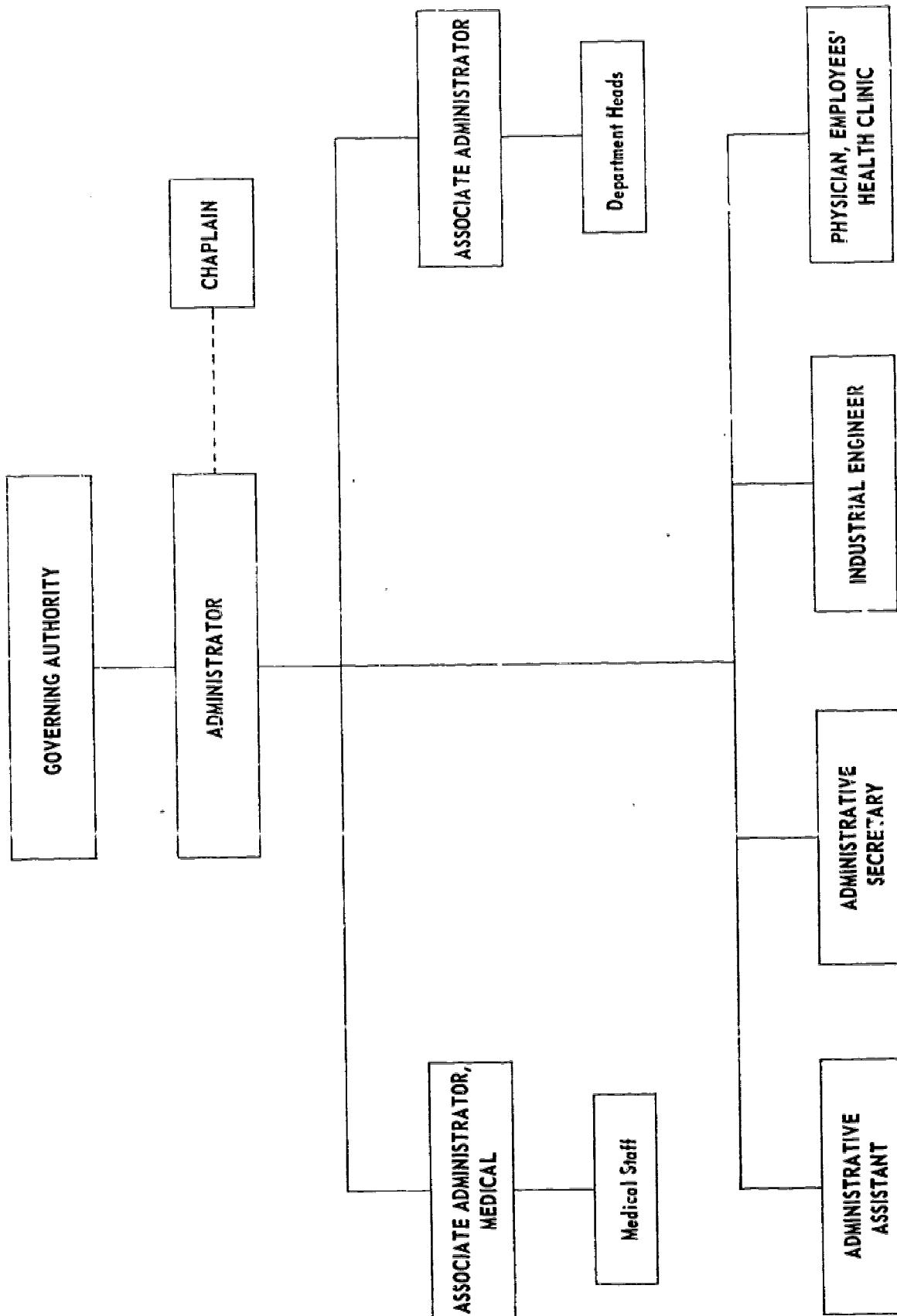
The personal contacts between the ADMINISTRATOR and governing authority, medical staff, department heads, auxiliaries, patients, public health officials, civic organizations, and numerous other groups and individuals typify interrelationships in activities of the Executive Department.

The education and training functions of the hospital require careful organization and followup of all programs to insure that standards are achieved and maintained.

**STANDARDS:** Certain minimum standards for medical and professional care established by the Joint Commission on Accreditation of Hospitals, the American College of Surgeons, American Medical Association, American Hospital Association, American Osteopathic Hospital Association, and other accrediting and licensing agencies are obligatory for the hospital. All standards must be thoroughly understood to insure conformance.

In addition, the American College of Hospital Administrators promotes increasing efficiency of hospital administration by encouraging programs for the continuing education of hospital administrators.

**STAFFING:** Staffing of the Executive Department will vary in accordance with size, type, and activities of the hospital. In the large hospital, the ADMINISTRATOR may have one or more assistants in several primary administrative areas. In a small institution the ADMINISTRATOR may attend to details in many functional areas.



NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

## **ADMINISTRATOR**

**executive director  
executive vice president  
hospital administrator**

### **JOB DUTIES**

Administers, directs, and coordinates all activities of the hospital to carry out its objectives in the provision of health care, furtherance of education and research, and participation in community health programs:

Is responsible for the operation of the hospital, for the application and implementation of established policies, and for liaison among the governing authority, the medical staff, and the departments of the hospital.

Organizes the functions of the hospital through appropriate departmentalization and the delegation of duties. Establishes formal means of accountability from those to whom he has assigned duties. Regularly schedules interdepartmental and departmental meetings, where appropriate, to maintain liaison between the medical staff and other departments. Names appropriate departmental representatives to the multidisciplinary committee of the hospital.

Prepares reports for, and attends meetings with, the governing body regarding the total activities of the institution as well as governmental developments which affect health care. Provides for personnel policies and practices that adequately support sound patient care and maintain accurate and complete personnel records.

Reviews and acts upon the reports of authorized inspecting agencies.

Implements the control and effective utilization of the physical and financial resources of the hospital. Employs a system of responsible accounting, including budget and internal controls.

Participates, or is represented, in community, State, and national hospital associations and professional activities which define the delivery of health care services and aid in short- and long-range planning of health services and facilities. Provides an acceptable public relations program.

Pursues a continuing program of formal and informal education in health care, administrative, and management areas to maintain, strengthen, and broaden his concepts, philosophy, and ability as a health care administrator.

Delegates administrative responsibilities to ASSOCIATE ADMINISTRATORS and to department heads.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

None.

## EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college or university, with graduate work in an accredited program in hospital administration.

Education and experience requirements may vary according to individual background, size of hospital, and section of the country. However, a minimum of 3 years of serving in subordinate administrative positions is required by most hospitals. Larger hospitals may require 1 year of resident or administrative internship experience.

## WORKER TRAITS

*Aptitudes:* Verbal ability is required to express ideas and views effectively when speaking to groups, hospital directors, and personnel. Must be able to gather and analyze data contained in reports.

Numerical ability required to evaluate statistical data and to make various computations in planning hospital operations and budget.

Clerical ability is necessary to read reports and utilize data accurately for other purposes.

*Interests:* A preference for activities involving esteem of others is required to lead professional and nonprofessional workers and to participate in community activities.

*Temperaments:* Organizational ability to plan and control the total activity of the hospital and the activities of all its personnel.

Ability to relate to people in a manner so as to win confidence and establish support.

Ability to evaluate reports, research studies, and other data against both judgmental and verifiable criteria.

Flexibility to adjust to changing conditions and the various details of the job.

*Physical Demands and Working Conditions:* This is light work. Sits and walks throughout the working day.

Talking and hearing to converse with individual members of hospital staff and to address various groups.

Handling office equipment and supplies.

Works inside. Usually has own office.

Visual acuity to prepare and read reports.

Hours of duty may be long and irregular.

## JOB RELATIONSHIPS

*Workers supervised:* All employees of hospital through ASSOCIATE ADMINISTRATORS and department heads.

*Supervised by:* Governing authority of hospital.

*Promotion from:* ASSOCIATE ADMINISTRATOR.

*Promotion to:* No formal line of promotion. This is the highest occupation level in the hospital.

**PROFESSIONAL AFFILIATIONS**

American College of Hospital  
Administrators  
840 North Lake Shore Drive  
Chicago, Ill. 60611

Association of University Programs  
in Hospital Administration  
1642 East 56th Street  
Chicago, Ill. 60637

Local, state, and national hospital  
associations.  
Local and State civic and services  
organizations.

**ADMINISTRATIVE ASSISTANT****JOB DUTIES**

Carries through to completion specific work projects assigned by ADMINISTRATOR relative to operation of total hospital or specific patient services, to provide information for evaluation and revision of regulations, procedures, and practices:

Assembles data relative to various phases of hospital activities. Investigates and reports on patient and visitor complaints; analyzes admission procedures to formulate plans for more efficient admitting methods; studies relationship between various departmental records with view toward consolidation and reduction of amount of clerical activity; gathers data on consumption of utilities and makes comparative survey against other institutions of approximate size; investigates advisability, in terms of cost and service, of use of commercial services as against hospital operated services such as laundry, dietary, or some maintenance and housekeeping operations; develops more effective systems of handling clerical details; investigates and recommends arrangements for parking of automobiles on hospital grounds; determines operating cost, distribution of personnel, and work schedules for specified departments; assists department heads in assembling data relative to specific problem areas.

Prepares statistical and other special reports to complete work assignments. Performs related duties as directed.

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

None.

**EDUCATION, TRAINING, AND EXPERIENCE**

Graduation from an accredited college, university, medical school, or school of nursing. Completion of a course in hospital administration is preferred.

Some hospital administrative experience is desirable, but this job is usually considered an administrative trainee position. The worker receives on-the-job training in hospital administration and procedures through specific work assignments.

**WORKER TRAITS**

*Aptitudes:* Verbal ability is necessary to understand a variety of technical subjects relating to various departments, to communicate with hospital

personnel and personnel of outside agencies, to prepare evaluation reports of data assembled and recommendations for revisions of regulations and other directives.

**Numerical ability** is necessary to prepare statistical reports of findings.

**Interests:** A preference for technical activities to support effective analysis and evaluation of hospital operational problems.

**Temperaments:** As a trainee under supervision, helps evaluate hospital operational problems by assembling and analyzing data; making recommendations relative to revision of regulations, policies, and procedures; and devising methods for carrying out investigations.

Some problems involve working to precise accuracy of data.

Meets and deals with staff members, department heads, and a variety of types of visitors and patients.

**Physical Demands and Working Conditions:** This is light work. Sits and walks throughout the working day.

Talking and hearing, to converse with staff members, visitors, and patients.

Handling office supplies and equipment.

Visual acuity to prepare and read reports.

Works inside.

### **JOB RELATIONSHIPS**

**Workers supervised:** None.

**Supervised by:** ADMINISTRATOR or ASSOCIATE ADMINISTRATOR.

**Promotion from:** No formal line of promotion. This is considered a trainee position.

**Promotion to:** May be promoted to ASSOCIATE ADMINISTRATOR.

### **PROFESSIONAL AFFILIATIONS**

None.

## ADMINISTRATIVE SECRETARY

secretarial assistant

### JOB DUTIES

Assists ADMINISTRATOR by performing secretarial and minor executive duties:

Takes minutes of board, staff, and executive committee meetings, transcribes material using a typewriter, and distributes minutes to designated personnel. Assembles material for reports, such as those of American Hospital Association, American Medical Association, and American College of Surgeons, and annual reports on interns and residents, and special questionnaires.

Interviews people coming into the office and directs them to the pertinent departments. Keeps records of appointments and meetings and reminds ADMINISTRATOR of them. Notifies board and staff of meetings.

Maintains files of correspondence and related materials. Opens and sorts mail, pointing out items of unusual interest. Answers routine correspondence on own initiative.

In smaller hospitals, may perform clerical duties incident to such activities as purchasing, personnel, and training programs.

May train and supervise clerical workers.

Performs a variety of related clerical duties.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter and other office machines needed by particular office. Also office equipment and supplies such as filecards, folders, staplers, and the like.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school or commercial school, including courses in typing, stenography, and business English. Two years of college education is preferred.

At least 1 year's experience as a STENOGRAFHER or SECRETARY. On-the-job training in hospital office procedures, from 1 to 3 months.

### WORKER TRAITS

*Aptitudes:* Verbal ability is required to prepare reports, to take notes on meetings, and to compose letters, using proper rules of grammar, spelling, and punctuation.

Numerical ability is required to make simple arithmetic calculations when compiling and auditing budget reports and expense accounts.

Clerical perception is required to copy data from rough notes and to prepare records and reports accurately.

Form perception is required to take shorthand and transcribe symbols into a meaningful form.

Motor coordination and finger dexterity are required to coordinate eye and finger motions when operating a typewriter.

*Interests:* Preference for business contacts with people, in order to effectively act as receptionist and secretary to the governing board.

Preference for the communication of ideas, in order to take shorthand and prepare reports.

Preference for prestige activities, by working with hospital policymakers.

*Temperaments:* Performs a variety of duties such as interviewing, stenography, and assembling reports.

Works with people in tactful, diplomatic manner.

Exercises judgment and discretion when making reports and answering correspondence.

*Physical Demands and Working Conditions:* This is light work.

Reaching, handling, and fingering are necessary to operate various office machines.

Talking and hearing are necessary to take minutes of meetings, take dictation, and communicate with staff and other persons.

Near-visual acuity is needed to perform various clerical functions.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* May supervise a number of clerical workers.

*Supervised by:* ADMINISTRATOR.

*Promotion from:* No formal line of promotion. May be promoted from SECRETARY; MEDICAL SECRETARY; STENOGRAPHER; or other clerical job in which ability is demonstrated.

*Promotion to:* No formal line of promotion.

## PROFESSIONAL AFFILIATIONS

National Secretaries Association  
1103 Grand Avenue  
Kansas City, Mo. 64106

Executive Secretaries Association,  
Inc.  
1090 Ticonderoga Drive  
Sunnyvale, Calif. 94087

## ASSOCIATE ADMINISTRATOR

### JOB DUTIES

Directs, supervises, and coordinates functions and activities of one or more hospital departments; assumes all duties of the ADMINISTRATOR during his absence:

Assists in administration and coordination of hospital activities. Consults with and advises ADMINISTRATOR on problems relating to operation of hospital. Recommends changes in administrative policies to carry out objectives of the hospital more effectively. Assists in preparation of budgets and allocation of funds, based on studies of costs, review of departmental budget estimates, familiarity with operating procedures, and discussions with department heads. May direct accounting of all hospital funds. May direct changes in procedures in any or all departments.

Recommends improvement of hospital facilities, including construction or renovation of structures and purchase of new equipment, based on personal inspection of premises, consideration of hospital policies, and knowledge of community needs and resources.

Interprets hospital and department policies, objectives, and operational procedures to department heads. Resolves problems with department heads concerning such items as staffing, utilization of hospital facilities, and equipment and supplies.

Meets with staff members to interpret changes in operational procedures. Meets with members of the community to promote good public relations for the hospital. Attends meetings of professional, civic, and service organizations as a representative of the hospital. In some hospitals, he may direct public relations and fund-raising programs, act as personnel officer, or negotiate with medical personnel for contractual agreements.

In absence of ADMINISTRATOR, assumes his duties of planning, directing, and coordinating all hospital activities to insure full patient care in accordance with accepted medical standards.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

None.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college or university, with graduate work in hospital administration in an accredited program or in a specialty such as accounting, business administration, or public health.

Education and experience requirements may vary according to combined

background of the individual, size of the hospital, and section of the country. However, a minimum of 3 years' progressively responsible administrative work is required. Experience as head of a major hospital department may be acceptable.

### WORKER TRAITS

*Aptitudes:* Verbal ability is required to effectively express ideas and views when speaking to groups, hospital directors, and personnel; and to gather and analyze data in reports.

Numerical ability is required to evaluate statistical data and to make various computations in planning hospital operations and budget.

Clerical ability is necessary to read reports and utilize data accurately for other purposes.

*Interests:* A preference for activities involving esteem of others is required in order to lead professional and nonprofessional workers and to participate in community activities.

*Temperaments:* Organizational ability to plan and control the activities of one or more departments.

Capacity to relate to people in a manner to win confidence and establish support.

Ability to evaluate reports, research studies, and other data against both judgmental and verifiable criteria.

Flexibility to adjust to changing conditions and the various details of the job.

*Physical Demands and Working Conditions:* This is light work. Sits and walks throughout working day.

Talking and hearing to converse with individual members of hospital staff and to address various groups.

Handles office equipment and supplies.

Works inside. Usually has own office.

Hours of duty may be long and irregular.

### JOB RELATIONSHIPS

*Workers supervised:* All workers in department for which he is responsible.

*Supervised by:* ADMINISTRATOR.

*Promotion from:* May be promoted from head of any department.

*Promotion to:* ADMINISTRATOR.

### PROFESSIONAL AFFILIATIONS

American College of Hospital  
Administrators  
840 North Lake Shore Drive  
Chicago, Ill. 60611

Association of University Programs  
in Hospital Administration  
1642 East 56th Street  
Chicago, Ill. 60637  
Local, State, and national hospital  
associations.  
Local and State civic and service  
organizations.

**ASSOCIATE ADMINISTRATOR, MEDICAL**

**medical director**

**JOB DUTIES**

**Directs and coordinates all medical and related activities, with the exception of nursing services:**

Assists in establishing standards of medical service; develops organizational plans to carry out activities within limits of available funds. Advises **ADMINISTRATOR** on medical and administrative problems and on questions of policy and public relations as they relate to medical practices. Supervises heads of various medical departments and recommends appointment, promotion, and transfer of physicians and supervisory personnel of medical units. Initiates and directs staff conferences for instructional purposes and discusses administrative and medical problems. Acts as consultant in unusual and difficult medical cases and advises clinical staff on a variety of problems. Plans for, and participates in, instruction of interns and resident physicians. Investigates and studies new developments in medical practices and techniques, adapting them to specific hospital needs.

Plans the hospital medical program and determines facilities and personnel required to carry out the program. Assists in preparing budgets for medical and related departments. Represents hospital in meetings of professional groups. Reviews all medical reports released for publication under name of hospital. Determines that relationships between the various medical departments and the community reflect established hospital policies.

Among the hospital department heads supervised are those in charge of anesthesiology, clinical laboratory, dentistry, medical records, pharmacy, physiatrics, radiology, and speech and hearing.

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

**None.**

**EDUCATION, TRAINING, AND EXPERIENCE**

**Graduation from a medical school approved by the Council on Medical Education and Hospitals of the American Medical Association or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association, or a diplomate of the National Board of Medical**

Examiners or National Board of Osteopathic Examiners. Licensed by State where located to practice medicine or osteopathy.

Training and experience requirements may vary according to combined background of the individual, size of the hospital, and section of the country. Considerable professional experience in one or more branches of medicine and surgery, and administrative or supervisory experience in a medical department.

### WORKER TRAITS

*Aptitudes:* Verbal ability is necessary to understand medical terminology, for preparing written reports in technical language, for clarity in supervising and delegating responsibility to heads of medical departments, and for instructing interns and residents.

Numerical ability is necessary to evaluate statistical data, prepare budgets, and review cost and expense estimates from medical departments.

*Interests:* A preference for activities requiring working with a variety of types of people and securing their cooperation.

A preference for activities of a technical and scientific nature to aid in establishing policies and procedures for medical research, and instructing medical personnel and advising them on medical problems.

A preference for the communication of ideas in order to explain principles of management and hospital policy to supervisory personnel.

*Temperaments:* Initiative and judgment are involved in organizing and planning activities, formulating policies, delegating responsibility, systematizing procedures, promoting favorable public relations, selecting personnel, and making decisions affecting diagnosis and treatment of patients.

Capacity to relate to people in a manner to win their confidence and establish support.

Flexibility to adjust to changing conditions and the various details of the job.

*Physical Demands and Working Conditions:* This is light work. Sits and walks throughout the working day.

Talking and hearing to converse with individual members of hospital staff and to address various groups.

Handling office equipment and supplies. May also finger and manipulate medical instruments for diagnosis or during minor surgery.

Visual acuity and depth perception to read reports and perform diagnoses and minor surgery.

Works inside. Usually has own office.

### JOB RELATIONSHIPS

*Workers supervised:* Physicians and surgeons who are members of the hospital staff.

*Supervised by:* ADMINISTRATOR.

*Promotion to:* No formal line of promotion. May be promoted to ADMINISTRATOR.

*Promotion from:* Physician in charge of any of the medical departments.

**PROFESSIONAL AFFILIATIONS**

American Medical Association  
535 North Dearborn Street  
Chicago, Ill. 60610

American College of Hospital  
Administrators  
840 North Lake Shore Drive  
Chicago, Ill. 60611

Local, State, and national hospital  
and medical associations.  
Local and State civic and service  
organizations.

**CHAPLAIN****pastoral counselor****JOB DUTIES**

Provides religious counseling and guidance to patients, family members, hospital employees, and pastoral students as a part of total patient care:

Meets with members of hospital administrative staff to formulate program policies to provide formal and informal religious services for patients, employees, and attending families. Confers with department heads to explain program and to solicit cooperation in program objectives. Coordinates pastoral care activities with those of other departments to avoid interrupting medical care and to insure adequate spiritual help for the patient.

Visits newly admitted patients on a social or friendly level; makes routine visits to rooms, wards, and other areas, providing counsel and advise on problems and questions of spiritual guidance and personal adjustment. May arrange for interpreters for non-English-speaking patients. Acts as liaison between hospital staff and family and friends of the patient during periods of crisis, such as in critical illness or lengthy surgery. Contacts patient's pastor to inform him of hospitalization and condition of patient. Performs church rites, such as baptism or final blessings, or agrees for appropriate religious leader to do so, as requested by patient or family. Leads patients in regularly scheduled religious services, or schedules chapel functions that include visiting clergymen.

Participates in discussion group for hospitalized patients of psychiatric ward. Prepares case histories for inclusion in patients' medical records. Plans and supervises the conducting of special religious programs designed to provide therapeutic assistance for patients and employees. Counsels hospital employees who have personal problems that affect work performance.

May develop educational plans for inservice training of pastoral students. Plans seminars and discussion sessions on medical disciplines for religious leaders. Speaks at civic and service organizational meetings to explain pastoral care programs.

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Pamphlets and books.

**EDUCATION, TRAINING, AND EXPERIENCE**

Must have an A.B. degree from an accredited institution, preferably in psychology or sociology. Must also have a B.D. (bachelor of divinity) and Th.M. (master of theology) degrees in psychology from a recognized seminary, divinity school, or college of theology.

A minimum of 3 years of general pastoral care and 2 years of hospital pastoral care experience is required for entry on this job.

Up to 6 months is required to attain adequate proficiency in the administrative, pastoral, and educational aspects of the position, and in the relating of pastoral care to the medical well-being of patients.

### WORKER TRAITS

*Aptitudes:* Verbal ability required in counseling patients and family members, in developing materials for subjects related to the spiritual care of patients, and the relationships between spiritual and medical care.

*Interests:* A preference for dealing with people and abstract ideas is indicated in relating ideas of a spiritual nature to patients, their families and friends, and staff members, as a means of resolving personal conflicts.

A preference for work involving real or implied dignity is indicated in the role of advisor and counselor.

*Temperaments:* The worker meets, counsels, and advises individuals from all walks of life, and is not restricted to patients of the hospital but may work with staff members or family and friends of the patient.

Decision as to approach, depth of discussion, choice of words, and manner are all based entirely on sensitivity factors for which no reference points can be cited.

Ministerial training programs and staff and community pastoral education must be developed and coordinated with hospital medical programs to insure smooth functioning and sound instruction for individuals involved.

*Physical Demands and Working Conditions:* This job is sedentary, but involves considerable standing and walking.

Talking and hearing required to counsel and advise patients, their families and friends, and hospital staff members; to give sermons and lead prayers; and to lecture to groups of ministerial students, community workers, and hospital personnel.

Works inside. May be exposed to diseases since he is called to attend seriously or terminally ill patients.

### JOB RELATIONSHIPS

*Workers supervised:* May have an assistant and clerical help.

*Supervised by:* ADMINISTRATOR.

*Promotion from:* May be promoted from a pastoral care student.

*Promotion to:* No formal line of promotion.

### PROFESSIONAL AFFILIATIONS

None.

## INDUSTRIAL ENGINEER

director, management engineering  
management analyst  
management engineer  
methods analyst  
methods engineer  
systems analyst, engineering

### JOB DUTIES

Performs a variety of engineering work in planning and overseeing utilization of hospital facilities and personnel:

Develops plans, conducts studies, and makes recommendations relative to the hospital's organization, policies, programs, methods, and procedures. Provides assistance and advice in the development of new work methods, systems, and procedures. Coordinates and conducts studies to produce operational improvements in all hospital departments. Conducts research on management and administrative problems. To support sound methods and procedures, develops and installs management report systems to maximize administrative and managerial control. Evaluates major equipment purchases to determine their value in effective utilization of resources. Coordinates the planning and development of changes in physical facilities. Analyzes existing and new operations and departmental units with regard to administrative organization, functional assignment of work, size and composition of work groups, and space and equipment allocations. Conducts work analysis and measurement studies; makes recommendations on the need for, and utilization of, personnel. Standardizes and controls design of forms and other office supplies, and recommends regulations governing their use.

The following duties are specific functions which the INDUSTRIAL ENGINEER can be called upon to perform:

Assist management in increasing the productivity of human and material resources. Assist management in the never-ending task of cost reduction. Develop management information flow systems. Conduct organizational studies and design new organizational systems. Develop data processing and computer control systems. Coordinate development of hospital maintenance policies and programs. Develop communications and reporting systems. Formulate and recommend corporate inventory management policies and procedures. Initiate, develop, and recommend hospital equipment replacement policies. Assist management in developing long-range planning strategies. Develop scheduling procedures. Establish engineering standards of performance for management control. Determine and recommend the optimum use of plant, equipment, and office facilities. Verify economic feasibility of capital expenditure requests. Conduct processing and office methods sur-

veys. Conduct studies on facility location. Identify and solve distribution problems. Perform functional counterpart audit. Furnish liaison services between hospital management and outside consultants and vendors. Provide assistance to all levels of management and outside consultants and vendors. Assist management in decisionmaking through the use of computers or through the development of mathematical models simulating complex hospital problems. Coordinate studies involving line and staff functions crossing departmental lines. Assist management in formulating and developing hospital policies and procedures. Develop and recommend processing and performance control programs.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Procedural and equipment manuals, drawing and writing equipment, equipment specifications, flow charts, diagrams, and statistical tables.

### EDUCATION, TRAINING, AND EXPERIENCE

Educational background and professional training vary widely in the field and depend upon the local situation and needs of the institution.

Generally speaking, the minimum educational requirement is a bachelor's degree in industrial engineering. A master's degree is highly desirable and the INDUSTRIAL ENGINEER should be a Registered Professional Engineer. Industrial engineering curricula accredited by the Engineers' Council for Professional Development require (a) courses common to all branches of engineering in physics, chemistry, mathematics through integral calculus, and engineering sciences such as statistics, dynamics, strength of materials, thermodynamics, and fluid mechanics; (b) humanistic social studies; and (c) specialized subjects characteristic of industrial engineering, such as organization planning, motion study, materials handling, and engineering economy.

Two or 3 years of progressive experience in industrial engineering, industrial management, or business administration, some of which should be hospital oriented, usually required.

### WORKER TRAITS

*Aptitudes:* Verbal ability is necessary to comprehend and to utilize engineering techniques and principles as they apply to hospital management problems; to discuss problems and progress; to prepare reports; and to conduct organizational studies and evaluations.

Numerical ability is necessary to select from alternatives to develop optimum systems, procedures, and methods. Level of mathematics varies, from business arithmetic and algebra through integral calculus.

Spatial ability to visualize, prepare, and review two-dimensional graphic representations of workflow or of new designs for workspace and equipment allocation.

*Interests:* A preference for activities that are technical and analytical as well as abstract and creative in nature to devise new, or modify standardized, hospital systems to meet specific needs of the hospital.

*Temperaments:* Ability to organize and direct a variety of activities, in developing plans, conducting studies, and making recommendations for hospital facilities and personnel.

Qualified to instruct others in complex principles and techniques, for developing and carrying out plans for better utilization of hospital facilities.

Able to establish and maintain harmonious relationships with other members of the staff and outside contractors.

Capable of making decisions on basis of factual data.

*Physical Demands and Working Conditions:* Work is sedentary, with occasional standing and walking.

Talking and hearing to discuss and confer with management of hospital and technical personnel in devising suitable engineering methods.

Near-visual acuity to prepare and review flow charts, blueprints, manuals, and specifications.

Works inside.

### **JOB RELATIONSHIPS**

*Workers supervised:* Technical or clerical personnel.

*Supervised by:* ADMINISTRATOR.

*Promotion from:* No formal line of promotion.

*Promotion to:* No formal line of promotion.

### **PROFESSIONAL AFFILIATIONS**

Hospital Management Systems Society

840 North Lake Shore Drive

Chicago, Ill. 60611

## PHYSICIAN, EMPLOYEES' HEALTH CLINIC

employees' physician  
health service physician

### JOB DUTIES

Conducts preemployment and fitness-for-duty physical examinations and treats illness and injuries sustained by employees during working hours.

Confers with administration and governing board to plan an employee health program; determines its scope, objectives, facilities, and costs.

Performs preplacement physical examination to insure that prospective employee meets physical standards (free from disabilities likely to hinder work performance or involve compensation claims), as set by employing department for the particular job. May make recommendations for correction of remediable physical defects through counseling and referral to a private physician or the outpatient department. Reexamines employees at specified intervals. Recommends further tests and examinations to be performed by cooperating hospital services such as clinical laboratory, radiology, or technical services. Gives anti-flu and other injections; recommends diets and medications. Evaluates findings and recommends suitable job placement.

Treats employees who become ill or are injured during their work shift, performing diagnostic services similar to those of a family physician. Performs minor first aid in the infirmary but refers serious injuries to the hospital emergency room. Treats and/or prescribes for employees with relatively routine patient problems. May guide and counsel in health and minor emotional problems.

Supervises assisting nurses and clerical personnel assigned to the infirmary. Oversees maintenance of case histories, health examination reports, and other medical records. Supervises care of infirmary and ordering supplies and equipment.

Inspects institution and makes recommendations for sanitation and elimination of health hazards.

May be employed full or part time. May visit employees who are confined to their homes. May visit employees on the job to insure that their working conditions are satisfactory.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Thermometers, stethoscope, blood pressure devices, other small instruments, medications, records, reports.

## EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school approved by the Council on Medical Education and Hospitals of the American Medical Association, or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association, or a diplomate of National Board of Medical Examiners or National Board of Osteopathic Examiners. State license where located to practice medicine or osteopathy.

From 3 to 4 years' experience as a general practitioner. Special training or experience in the physical, mental, and social requirements of hospital jobs.

## WORKER TRAITS

*Aptitudes:* Verbal ability is necessary to understand medical and occupational terminology; to communicate with employees, hospital staff, and outside personnel; and to prepare reports and recommendations.

Numerical ability necessary to deal with a variety of budgeting and statistical relationships involved in operating infirmary.

Spatial perception is necessary to understand functioning of human physiology and to perform diagnostic examinations.

Motor coordination, manual dexterity, finger dexterity, and color discrimination are necessary to perform diagnoses and conduct physical aspects of treatment.

*Interests:* A preference for working with people for their presumed good, essential in coordinating physical abilities of personnel with satisfactory job situations.

A preference for activities involving people and the communication of ideas, in examining patients, to evaluate findings and make suitable recommendations.

A preference for scientific and technical activities, to comprehend scientific aspects of medical training and clinical practice.

*Temperaments:* Ability to deal effectively with prospective employees in performing physical examinations, and make recommendations for proper job placement.

Capable of evaluating findings of physical examinations and tests against sensory and judgmental criteria.

*Physical Demands and Working Conditions:* This is light work.

Handling and fingering of medical instruments and equipment as well as patient during physical examination.

Talking and hearing for communicating with patient, staff, and others.

Visual acuity and color vision to detect symptoms or other conditions during diagnosis.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* Nursing service and clerical personnel assigned to the infirmary.

*Supervised by:* ADMINISTRATOR.

*Promotion from:* No formal line of promotion.

*Promotion to:* No formal line of promotion.

**PROFESSIONAL AFFILIATIONS**

**American Medical Association**  
535 North Dearborn Street  
Chicago, Ill. 60610

## **COMMUNICATIONS DEPARTMENT**

**PURPOSE:** To provide communication services between the hospital and the general public and within the hospital complex.

**RESPONSIBILITY:** To relay incoming and outgoing telephone calls for staff, patients, and the general public; page individuals over public address system; and alert specified individuals and agencies in case of emergencies. The switchboard must be aware at all times of the working schedules of staff physicians and other key personnel for prompt relaying of information.

The department must carefully check all incoming and outgoing calls, both local and long distance, to determine whether they are hospital business or should be charged to an individual. An accurate and complete record of long distance and charged local calls must be kept and proper charge memoranda sent to the business office.

The communications department may be responsible for monitoring light and sound signals, indicating malfunction of engineering equipment such as heating and airconditioning, fire alarm and sprinkler systems, and a critical status of oxygen and nitrous oxide supplies.

**AUTHORITY:** Large institutions have a separate communications department with a staff supervised by a COMMUNICATIONS COORDINATOR who reports to an ASSOCIATE ADMINISTRATOR. The TELEPHONE OPERATOR, CHIEF supervises all TELEPHONE OPERATORS and any other personnel assigned to the department. The smaller institutions may assign and combine the functions of these workers to any of the various departments; often it is a function of the business office.

**INTERRELATIONSHIPS AND INTRARELATIONSHIPS:** In carrying out its duties the Communications Department must have contact not only with the general public but also with every department within the hospital. An intercom system, operated through the switchboard, pages personnel anywhere in the hospital.

**STANDARDS:** Equipment is usually leased from the local telephone company that is responsible for maintenance. Telephone service is available 24 hours a day, every day, requiring sufficient personnel to be available for duty all hours of the day or night. High school graduation is preferred for entering any job in the department.

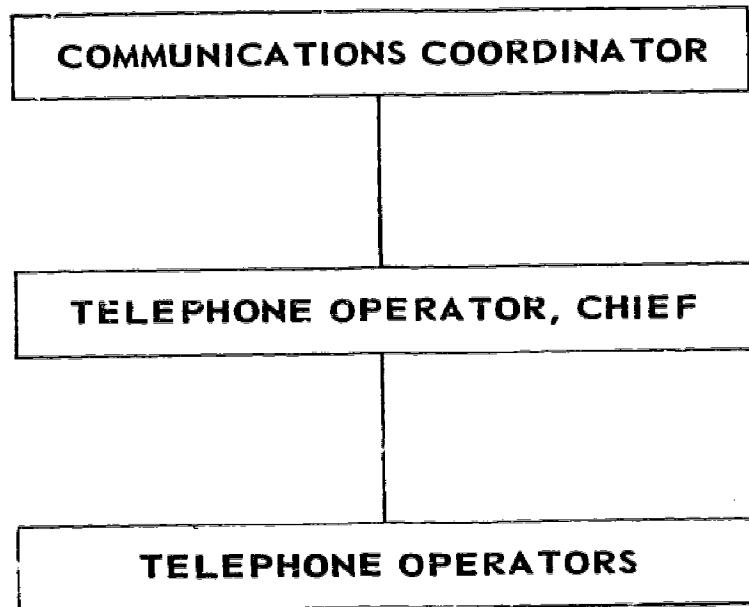
**PHYSICAL FACILITIES AND STAFFING:** The PBX equipment

should be in a location exposed to a minimum of outside interruptions in order to facilitate prompt and efficient service at all hours.

In large hospitals the problem is simple. The volume of business is sufficient to warrant a staff of operators with no other duties, and the switchboard can be placed in a room completely shut off from outside contacts. In the small hospitals, the telephone operator may not be kept busy enough to warrant assignment to that service alone, making it necessary for this employee to perform additional duties. If possible, such duties should be routine: Entering entries on accounts, checking invoices, and similar work which can be interrupted when the switchboard demands attention. This arrangement still allows the operator to be separated from the general public.

The practice of having the telephone operator act as RECEPTIONIST or INFORMATION CLERK is not satisfactory, since the duties often conflict and result in neglect of one duty or the other.

## COMMUNICATIONS DEPARTMENT



**NOTE:** This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

## COMMUNICATIONS COORDINATOR

### JOB DUTIES

Directs and coordinates the telephone communications services in a hospital:

Confers with administrative personnel to determine hospital requirements for communications equipment, such as switchboards, public address paging systems, and extension telephones. Determines specific equipment to be installed, based on anticipated volume of calls and knowledge of available equipment. Writes instruction and procedure manuals to govern switchboard operation and for use in training personnel, applying knowledge of hospital procedures, departmental functions, and specific equipment being used. Determines methods of improving telephone service from discussions with supervisory personnel, observation of switchboard operations, and analysis of service complaints. Arranges with telephone company personnel for special training of workers, as necessary. May perform secondary duties such as switchboard relief.

Reviews records and reports prepared by subordinates for accuracy and completeness. Estimates telephone service costs for use in preparing hospital budget. Prepares records and reports concerning hospital telephone service.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Instruction manual, records, and report forms.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school required. Some employers will allow limited substitution of experience for education.

From 3 to 5 years' total switchboard experience is a standard requisite. Training requirements vary widely among hiring institutions depending on type of experience. Worker must also have had supervisory training.

For workers with prior hospital switchboard experience, a minimum of 6 months of general break-in time is required. For workers lacking hospital experience, a minimum of 1 year is considered necessary.

### WORKER TRAITS

*Aptitudes:* Verbal ability is required to understand specifications on telephone equipment, discuss communications requirements with administrative and telephone company personnel, and write instruction manuals.

Numerical ability is required to prepare budget estimates.

Spatial ability is required to plan layout of communications equipment.

Clerical perception is required to detect errors in forms, reports, and statistics.

*Interests:* A preference for business contacts, for discussions with administrative and telephone company personnel.

A preference for activities involving people and the communication of ideas to formulate plans and develop procedures for hospital communications activities.

A preference for prestige duties, indicated by authoritative and supervisory aspects of job.

*Temperaments:* Ability to plan, control, and direct the entire activity of the hospital's telephone communications, including preliminary equipment analysis and selection.

Capability to meet with administrative personnel, telephone company representatives, subordinates, and the public to discuss communications; supervises and directs the activities of subordinates.

*Physical Demands and Working Conditions:* This work is sedentary.

Talking and hearing to exchange information regarding telephone equipment and services.

Near-visual acuity to examine documents containing statistical information.

Works inside.

#### **JOB RELATIONSHIPS**

*Workers supervised:* TELEPHONE OPERATOR, CHIEF.

*Supervised by:* ASSOCIATE ADMINISTRATOR.

*Promotion from:* No formal line of promotion.

*Promotion to:* No formal line of promotion.

#### **PROFESSIONAL AFFILIATIONS**

None.

## TELEPHONE OPERATOR

**pbx operator  
switchboard operator**

### JOB DUTIES

Operates multiple-position telephone switchboard to relay incoming, outgoing, and interoffice calls and performs miscellaneous hospital communications and clerical duties:

Refers to the hospital directory to ascertain station number of person called. Inserts plugs on cord board to relay calls and terminates calls at the completion of the conversation, following specified procedures. When operating a cordless type switchboard, instead of plugging cords into jacks to complete calls, manipulates associated keys.

Answers questions of callers according to hospital policy. Takes messages for staff members. Pages authorized personnel over the intercom system. Announces close of visiting hours and other notifications.

Maintains an alphabetical file of patients' names, room locations, and telephone extensions, to expedite relaying of calls. Records each toll charge on printed form. Keeps records of outgoing local calls, telegrams sent by phone, and incoming collect calls. Forwards records to business office for posting.

Records date, time, and name of caller wishing to dictate message over telephone. Inserts belt and starts machine, plugs cord into special jack on switchboard, and informs caller when to begin speaking. Observes machine operation and records ending time of dictation. Inserts belt into protective envelope for delivery to typing personnel.

In large hospitals, the volume of business is sufficient to warrant a staff of operators having no other duties. In small hospitals, often the operator is not sufficiently busy with the telephone service to warrant assignment to that duty alone, making it necessary for the employee to perform additional duties. Such duties are usually routine and can be interrupted when the switchboard demands attention. Alternate duties that may be performed by the telephone operator are: Information clerk or receptionist, greeting and directing visitors and giving routine information; sending and receiving clerical matter to and from other departments of the medical institution; receiving, sorting, and segregating incoming and outgoing mail; transmitting and receiving telegrams; receiving and verifying the amount in petty cash fund; operating a shortwave radio during emergencies (if hospital has this type of equipment, a radio operator's license is required); switching piped music on and off as specified.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Telephone headset, switchboard, elevator communicator, public address system, long-distance logs, message pads, and index of patients.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school or commercial school including courses in typing is required. Three months' experience as operator of similar equipment is preferable.

### WORKER TRAITS

*Aptitudes:* Verbal ability is required in order to converse effectively and to understand orders given under emergency conditions.

Clerical perception is required to accurately and quickly recognize names and numbers in the hospital directory and avoid errors in recording, paging, and time and charge information.

Motor coordination is required to select and insert connecting plug cords into jacks on the telephone switchboard in response to signal lights.

Manual dexterity is required to connect and disconnect cords from jacks.

*Interests:* A preference for business contacts, to relay routine and emergency telephone calls and to place long-distance calls for patients, medical personnel, and administrative staff.

A preference for routine activities to answer telephone calls and repeatedly page individuals throughout the day, in accordance with established procedures.

*Temperaments:* Needs patience to receive, relay, and place telephone calls continually throughout the day, in accordance with hospital policies and prescribed methods of switchboard operations.

Courtesy required to deal tactfully with people in job duties beyond giving and receiving instructions.

*Physical Demands and Working Conditions:* This work is sedentary; reaching involved is to top level of jacks on board.

Talking and hearing required to get information from callers and to page individuals over the public address system.

Near-visual acuity and accommodation required to read names on patient index and small extension numerals on switchboard.

Color vision required to distinguish colored lights on the switchboard.

Works inside.

### JOB RELATIONSHIP

*Workers supervised:* None.

*Supervised by:* TELEPHONE OPERATOR, CHIEF or ASSOCIATE ADMINISTRATOR.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* TELEPHONE OPERATOR, CHIEF.

### PROFESSIONAL AFFILIATIONS

None.

## TELEPHONE OPERATOR, CHIEF

chief pbx operator  
pbx supervisor  
supervisor, telephone and mail

### JOB DUTIES

Supervises and coordinates the activities of switchboard personnel engaged in providing telephone services in a hospital:

Plans work schedules and assigns duties to telephone workers on the basis of workload, availability of personnel, and worker preference. Conducts on-the-job training for new workers for switchboard and information desk. Explains and demonstrates changes in hospital policy or work procedures. Observes workers performing duties and monitors their calls to determine their training needs. Recommends changes in techniques or procedures to improve performance. Interviews and hires prescreened applicants. Enforces work rules, recommends merit pay increases, and takes disciplinary action when required. Keeps attendance and hours-worked records and prepares written reports of employee performance, based on observation of work performance.

Reviews for accuracy and completeness the charge slips for toll, long distance, and collect telephone calls. Reconciles monthly statements from telephone company with charge slips to insure correct billing. Keeps records of personal calls made by employees and forwards to appropriate department head for collection.

Explains role of communications in hospital to new hospital employees. Meets with administrative personnel to discuss proposed changes in communications equipment, facilities, and policies.

Informs telephone company or hospital maintenance personnel of equipment malfunction, maintenance and repair requirements, unsafe or unsanitary conditions, and installation of telephone equipment.

Keeps hospital telephone directories up to date. Distributes telephone company directories.

Resolves complaints regarding telephone service.

Prepares and submits to purchasing department weekly requisition forms for supplies.

In some hospitals, may perform duties of subordinates for relief periods; train workers in the operation of belt type dictating machine and shortwave equipment; direct activities concerned with providing information to hospital visitors; and direct the sorting and distribution of hospital mail.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Directories, headsets, manuals, multiple-position switchboard, public address system, various record and report forms, and timecards.

## EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school required. (Radio operator's license sometimes required.) Some employers allow limited substitution of experience for education. From 3 to 5 years' total switchboard experience is the standard requisite. Training requirements vary widely among hiring institutions, depending on type of experience.

Experience may be required in hiring and other supervisory capacities. Up to 1 year of self-orientation and break-in time under general supervision is normally required for the worker to attain adequate proficiency in all job duties.

## WORKER TRAITS

*Aptitudes:* Verbal ability is required to converse with supervisor, subordinates, patients, members of the public, and telephone company employees, and to interpret hospital policies and procedures.

Numerical ability is required to compute charges and to reconcile monthly telephone company bills.

Clerical perception is required to detect and avoid errors in scheduling, charge slips, directories, and reconciliations.

*Interests:* A preference for business contacts, to be made with hospital staff, patients, and the public. Specialized experience in switchboard work, and control over incoming and outgoing communications systems.

*Temperaments:* Ability to plan, control, and direct the activities of subordinates in accordance with hospital policies.

*Physical Demands and Working Conditions:* This work is light.

Reaching and fingering involved in training new workers, operating switchboard, and sorting and changing directories and charge slips.

Diction must be clear and hearing must be unhampered to converse with individuals at all skill and knowledge levels.

Near-visual acuity is required for rapid, accurate reading of charge slips, directories, records, and reports.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* TELEPHONE OPERATOR. May also supervise clerical workers assigned to department.

*Supervised by:* COMMUNICATIONS COORDINATOR or ASSOCIATE ADMINISTRATOR.

*Promotion from:* TELEPHONE OPERATOR.

*Promotion to:* COMMUNICATIONS COORDINATOR.

## PROFESSIONAL AFFILIATIONS

None.

## DATA PROCESSING DEPARTMENT

**PURPOSE:** To facilitate the processing of business, technical, and medical data (of a clerical nature) for hospital administrative purposes, using electronic data processing techniques and equipment; and to devise new data flow and control procedures to simplify paperwork and achieve economy in the interest of hospital management.

**RESPONSIBILITY:** To process a variety of data for hospital administration, various hospital departments, and technical and medical personnel. Although variations exist in organizational structures and functional activities, the many operations and steps involved can be systematized. Factors such as size of the institution, amount and type of data to be processed, and relationship of the data to needs of the organization determine the make-up of the department as it is finally established, as well as personnel required for its operation. Few businesses or other activities have needs equal to those of the hospital for speed and accuracy in the communication, recording, processing, and analysis of vital information.

Three methods of data processing can be designated as business electronic data processing, electromechanical data processing, and scientific electronic data processing. In hospitals, the method most used is business electronic data processing. This method includes sorting, collating, comparing, computing, and printing of business clerical data for management or technical personnel, using digital computers and peripheral equipment. For the most part, its application to hospital business problems does not differ from applications in other businesses.

Electromechanical data processing is a forerunner of electronic data processing; there are indications that it is still used in some business and government establishments. It uses punchcards and a system of electromechanical machines such as sorters, collators, and tabulators.

The application of scientific electronic data processing for medical research can be found in large research hospitals or teaching hospitals associated with major universities.

The majority of hospitals with data processing departments use their equipment for routine clerical functions but some are making use of computers for storage and retrieval of data for

medical research projects and medical and laboratory reports and statistics.

Some types of functions that can be handled are:

1. Personnel scheduling within a department.
2. Patient billing and accounts receivable.
3. Payroll services, including deductions, printout of paychecks, and personnel records.
4. Medical records, statistics, and cross indexes used in research by residents, interns, and other technical personnel.
5. Maintenance of perpetual inventory and weekly stock status report for expendable supplies to assist purchasing personnel.
6. Miscellaneous routine reports for the personnel department, such as pay scale, hours worked, and data for reports on hospital employment.
7. Laboratory reports on costs of tests, numbers and types of patients.
8. Reports accounting for expenditures on Government grants.
9. Cost studies of various jobs performed by the hospital and Data Processing Department used as a determining factor for allocating costs to various departments.
10. Hospital census of patients including data on number, type, age, etc., of patients per day, per floor, per room; duration of treatment; and doctors and personnel involved.
11. Inventories for departments such as pharmacy and dietary.
12. Miscellaneous reports using data of regular reports to develop information for special studies and requests.
13. Printed menus for the dietary department.

**AUTHORITY:** The Data Processing Department is the center of business and clerical data handling for the hospital as a whole, and for the various departments in the hospital. Because of this interrelatedness of its functions, the department's authority usually comes from the hospital administration, sometimes through the **CONTROLLER** (financial management), but sometimes through the **ASSOCIATE ADMINISTRATION** or **ADMINISTRATOR**. Usually the head of the Data Processing Department is designated **MANAGER, ELECTRONIC-DATA PROCESSING**, or **Director, Data Processing**.

**INTERRELATIONSHIPS AND INTRARELATIONSHIPS:** The Data Processing Department is most closely allied to the business department. In carrying out its duties, the department must contact personnel from the administration and other departments in the hospital as well as outside personnel. These contacts involve direct dealings with hospital administrators, department heads, medical

staff, local, State and Federal health agencies, and other business, clerical, and technical personnel.

**STANDARDS:** Standards for matters such as accounting, scope of projects accepted, and treatment of confidential data are determined by the hospital administration and hospital policy. Standards for systems, personnel, equipment, input-output, and feasibility criteria are determined by the department and are incorporated into an Electronic Data Processing Department Manual.

**PHYSICAL FACILITIES AND STAFFING:** In newly constructed hospital facilities, adequate space is allotted for data processing and computer equipment. Older facilities house the equipment in basements or other quarters where space may be crowded and inadequate.

Ideally, the department should be located conveniently for the accumulation of data from all the hospital departments it might serve, and in particular convenient to the business department, for which the largest amount of data is processed.

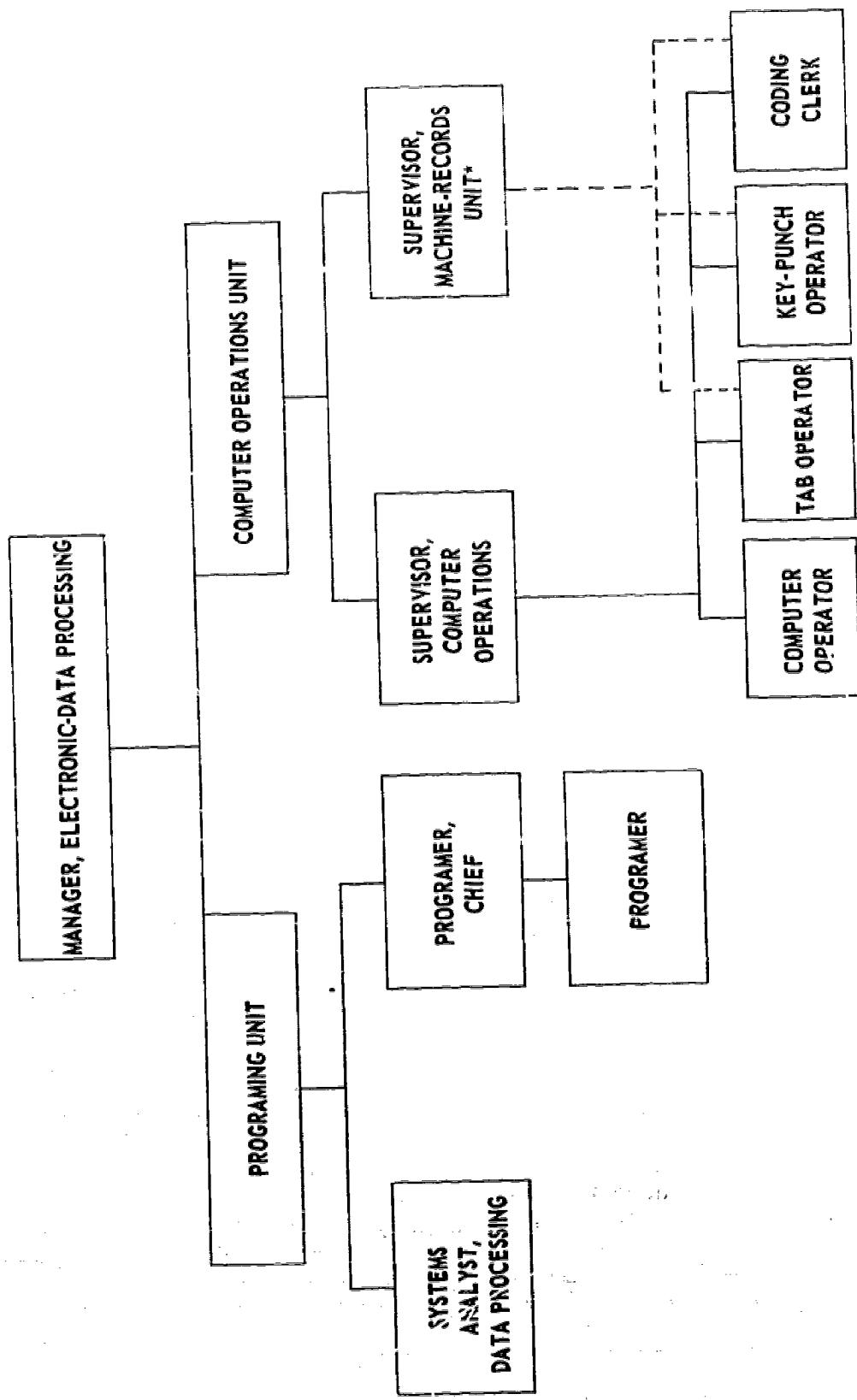
The equipment ranges from a completely integrated system to combinations of computer(s), on line equipment such as printers and readers, and off line equipment such as sorters, collators, and cardpunches. The equipment may be purchased or leased; because of cost and the rapid advances in equipment, it is usually leased. Equipment is sometimes shared with other local or regional institutions or groups, usually for business-type applications. Testing and major maintenance is usually performed by the manufacturer's maintenance crew.

Within the department there are two distinct subunits that work closely together but should be physically separated. The planning and programing personnel must have quiet, well-lighted, and ventilated quarters. The computer operations and processing equipment produce constant hum or clatter and therefore should be in a soundproof, air-conditioned room to protect the components from excessive dust, humidity, and overheating. The amount, size, and complexity of the equipment varies with the volume and complexity of data to be processed, size of the establishment, and size of the budget.

There is no rigid structure of jobs in all establishments. Basically, three phases in the department's activities are: planning, programing, and processing. The planning phase involves a MANAGER, ELECTRONIC-DATA PROCESSING, who coordinates data processing with the business office functions and directs through subordinates the planning and production activities of

the department, and the SYSTEMS ANALYST, DATA PROCESSING who analyzes business and technical problems, determines feasibility of conversion to programable form, and develops the broad outline of the problem solution. In the programming phase, the PROGRAMMER(S) translates the broad outline of the problem into machine language and prepares operating instructions. The processing phase involves the actual operation of the equipment to process data and usually consists of a SUPERVISOR(S), who supervises and controls technical operating personnel; COMPUTER OPERATOR(S), who operates the computer and peripheral equipment; TAB OPERATOR(S), who operates on line and off line machines; KEY-PUNCH OPERATOR(S), who transfers data and operating instructions onto punch card; and the CODING CLERK who converts routine items of hospital information into codes for processing by the operators. Sorting and tabulating duties usually are fairly simple tasks that can be taught to almost any qualified clerical employee. These duties seldom require the full-time services of a single worker, unless the establishment has an extensive program. Instead any one of several workers often operates the equipment as the need arises.

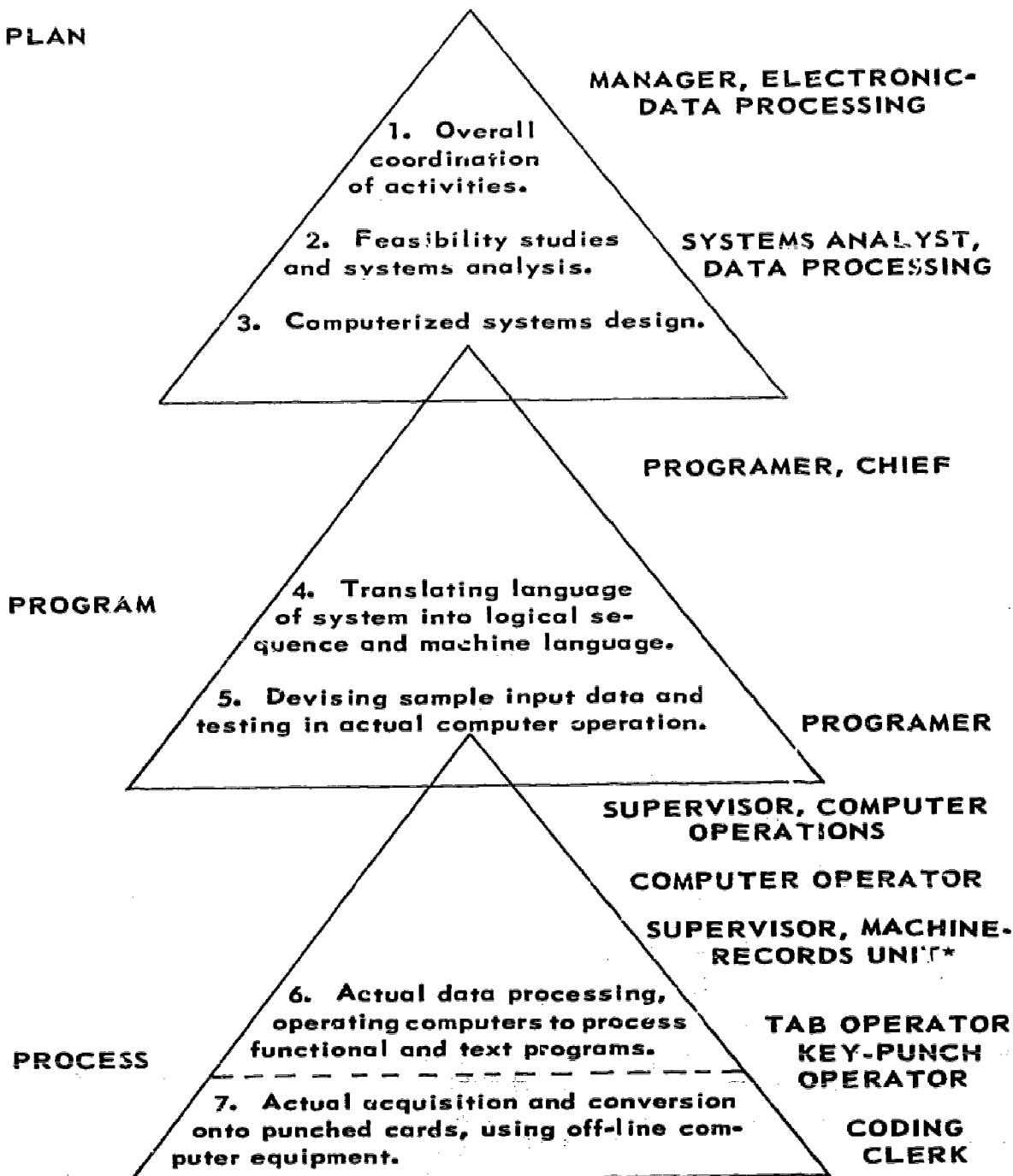
DATA PROCESSING DEPARTMENT



\*If the position of SUPERVISOR, MACHINE-RECORDS UNIT exists, this worker supervises those jobs shown by dotted line.

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

## FLOW CHART



\*In some establishments this worker and the subdivision of this stage do not exist, in which case the SUPERVISOR, COMPUTER OPERATIONS, handles this entire stage and supervises all workers involved in data processing.

## **MANAGER, ELECTRONIC-DATA PROCESSING**

assistant business manager  
director, data processing

### **JOB DUTIES**

Directs and coordinates planning and production activities of the Data Processing Department of the hospital:

Consults with hospital management to define boundaries and priorities of tentative projects, to discuss equipment acquisitions, to determine specific information requirements of management and medical staff, and to allocate operating time of computer systems. Confers with hospital department heads involved with proposed projects to insure cooperation and to further define nature of project. Consults with SYSTEMS ANALYST, DATA PROCESSING to define equipment needs.

Reviews project feasibility studies. Revises computer operating schedule to introduce new program testing and operating runs. Reviews reports of computer and peripheral equipment production, malfunction, and maintenance to ascertain costs and plan operating changes in department. Analyzes data requirements and flow to recommend reorganization or departmental realignment. Prepares reports to inform hospital administration of project development and any deviation from projected goals.

Establishes work standards. Assigns, schedules, and reviews work of department personnel. Interprets policies, purposes, and goals of hospital to staff members. Participates in decisions concerning personnel staffing and promotions within the Data Processing Department.

Contracts with management specialists or technical personnel to solve project development problems. Prepares proposals and solicits purchases of systems analysis, programing, and computer services from outside firms. Participates in management conferences, giving information and advice on programing systems designed for more sophisticated applications to problems such as cost analysis and research activities.

May develop and test new programs; write manual for, and compile documentation on, new programs. (See PROGRAMMER.)

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Procedural manuals, equipment manuals, flow charts, diagrams, reports, drafting and writing equipment, department records and standardized forms, technical journals, and source materials from other hospital departments.

## EDUCATION, TRAINING, AND EXPERIENCE

College degree in business, mathematics, or accounting, with courses in business, computer operations, programing, and systems analysis. Two years of formal post-high school training is necessary for smaller installations.

From 2 to 4 years' experience as SUPERVISOR, COMPUTER OPERATIONS; PROGRAMMER, CHIEF; or other supervisory positions in data processing, with experience in systems analysis; or over 1 year of experience as manager of data processing department or assistant manager in a large data processing establishment.

## WORKER TRAITS

*Aptitudes:* Verbal ability to translate technical terminology into terms understandable to hospital management and department heads.

Numerical ability to apply knowledge of linear or differential equations in evaluating work of department and in preparing reports and proposals for management.

Spatial ability to read engineering drawings, charts, and diagrams; to understand presentations, proposed solutions, and progress reports of business or technical problems.

Form perception to see pertinent detail in drawing charts, diagrams, and other presentations.

Clerical perception to detect and avoid errors in reading and preparing reports.

*Interests:* An interest in scientific and technical subjects to handle understandably the wide range of technical and scientific problems processed through computer.

A preference for business contacts, in directing activities of the Data Processing Department and to promote ideas and services of that department.

*Temperaments:* Must be able to direct, control, and plan the operations of the department, bringing together knowledge of operations and information needs of department, such as accounting, purchasing, and inventory control.

Required to deal with people such as hospital management staff, department heads, and manufacturers' representatives to exchange information and ideas, discuss equipment and its uses, elicit information from other hospital departments, and answer inquiries from department heads.

Ability to influence hospital management and department heads to enlist their support for acceptance, expansion, and increased sophistication of computer systems.

Required to make judgmental decisions concerning equipment needs, scope of assignments, allocation of computer time, and organization of department.

Required to make decisions based on factual data to evaluate progress or success of computerized projects.

*Physical Demands and Working Conditions:* This work is sedentary, with occasional standing and walking.

Talking and hearing required in conferences and during exchanges of information.

Near-visual acuity and accommodation required for reading reports and charts.

Works inside.

#### JOB RELATIONSHIPS

*Workers supervised:* May supervise SUPERVISOR, COMPUTER OPERATIONS; SYSTEMS ANALYST, DATA PROCESSING; PROGRAMMER, CHIEF; SUPERVISOR, MACHINE-RECORDS UNIT.

*Supervised by:* ADMINISTRATOR or ASSOCIATE ADMINISTRATOR.

*Promotion from:* SUPERVISOR, COMPUTER OPERATIONS; PROGRAMMER, CHIEF; or SUPERVISOR, MACHINE-RECORDS UNIT.

*Promotion to:* ASSOCIATE ADMINISTRATOR.

#### PROFESSIONAL AFFILIATIONS

Data Processing Management Association

505 Busse Highway

Park Ridge, Ill. 60068

## CODING CLERK

**billing clerk  
data-processing clerk**

### JOB DUTIES

Converts routine items of hospital information obtained from records and reports into codes for processing by data-typing or keypunch units, using predetermined coding system and typewriter and adding machine.

Receives stacks of source documents, such as clinic service records, hospital registration forms, and payroll records, which he sorts, segregates, and stacks according to subject matter and priority of handling. Converts information into predetermined codes for printouts. Records by hand or on typewriter, alphabetical, alphanumeric, or numeric codes in prescribed sequence on worksheet or margin of source document for transfer to punchcards or machine input tape.

May maintain card file on individual patient's accounts and answer inquiries concerning status of accounts. May prepare and mail bills.

May be designated according to trade name of computer system used.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, adding machine, rubber stamps, files, ledgers, and records.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is usually required, with 1 year of typing preferred.

Training for 6 to 8 weeks under the direction of an experienced worker is usually provided by the employer.

### WORKER TRAITS

**Aptitudes:** Verbal ability is necessary to understand written and oral instructions, business terms, abbreviations and mnemonic contractions, and to explain difficulties to supervisor.

Clerical perception is necessary to scan and extract pertinent detail from source documents, and to avoid and detect perceptual errors.

**Interests:** A preference for routine, concrete, and organized activities to code according to a predetermined, standardized system.

**Temperaments:** Adaptability for work activities that are repetitive and short cycle in nature. Converts each item into the equivalent code in the allowable time cycle of a few seconds. Must follow specific instructions to



convert items to their coded equivalents which are indexed in tables or handbooks.

*Physical Demands and Working Conditions:* Work is sedentary.

Reaches for, lifts, and handles handbooks, papers, and forms seldom exceeding 5 pounds.

Near-visual acuity to read and convert items to codes.

Works inside.

### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* CONTROLLER (Financial Management) or SUPERVISOR, COMPUTER OPERATIONS.

*Promotion from:* No formal line of promotion.

*Promotion to:* No formal line of promotion.

### **PROFESSIONAL AFFILIATIONS**

None.

## COMPUTER OPERATOR

### console operator

#### JOB DUTIES

Monitors and controls electronic digital computer, to process business and scientific data for hospital, according to operating instructions:

Sets control switches on computer and peripheral equipment, such as external memory, data communicating, synchronizing, input, and output recording, or display devices, to integrate and operate equipment according to program routines, subroutines, and data requirements specified in written operating instructions. Selects and loads input and output units with materials, such as tapes or punchcards and printout forms, for operating runs, or oversees operators of peripheral equipment who perform these functions. Moves switches to clear system and start operation of equipment. Observes machines and control panels on computer console for error lights, verification printouts and error messages, and machine stoppage or faulty output. Types alternate commands into computer console, according to predetermined instructions, to correct error or failure and resume operations.

Reviews error listing on printout to ascertain nature of output errors. Determines required corrections by comparing output with original input data such as daily patient listings. Compiles list of errors and corrections and submits corrected data for repunching. Notifies SUPERVISOR, COMPUTER OPERATIONS of errors or equipment stoppage.

Clears unit at end of operating run and reviews schedule to determine next assignment. Records operating and downtime.

Selects prewired panels or wires control panels of peripheral equipment.

#### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Digital computer (console, printer, card punch); peripheral equipment (sorter, collator, card punch); keypunch machines; adding machine; manuals, punchcards, magnetic tape.

#### EDUCATION, TRAINING, AND EXPERIENCE

A high school education meets the minimum educational requirements of some employers, but an increasing number of employers are demanding an additional several months to 2 years of technical school training in data processing. This training usually includes such courses as data processing mathematics, accounting, business practices, elementary programing, and operation of computers, peripheral equipment, and tabulating machines.

The employer or computer manufacturer usually provides 1 to 3 weeks of formal instruction for the specific computer system to be operated. Length of on-the-job training and experience required ranges from a few months to 1 year since computer systems and equipment vary both in complexity and in the need for operator intervention.

Except in small units, a minimum of 3 to 6 months' prior experience in operation of peripheral equipment frequently is required.

### WORKER TRAITS

*Aptitudes:* Verbal ability is necessary to comprehend technical language of operating instructions and equipment manuals and to explain clearly any operating problems and difficulties in interpreting program intent.

Numerical ability is necessary to prepare operating records, time computer runs, and adhere to fixed operating schedule, and to discuss operating difficulties with programing personnel or supervisor.

Spatial perception is necessary to wire control panels for peripheral equipment.

Form perception is necessary to identify flaws in input and output materials.

Clerical perception is necessary to avoid perceptual errors in preparing operating records, and to recognize alphabetic, numeric, and mnemonic symbols.

Motor coordination, to set up machines and to move keys and switches rapidly to quickly correct errors or stoppages.

*Interests:* Interest in concrete and organized activities, to operate machines according to specific and detailed instructions.

A preference for working with machines and processes to continuously operate and monitor the equipment that comprises the computer system.

*Temperaments:* Nature of work requires ability to perform a variety of tasks subject to frequent change. This involves the simultaneous operation of a console and a variety of peripheral equipment, the integration of which varies from program to program, or even during a single operating run. Rapid transfer of attention from one piece of equipment to another is demanded.

Accuracy required to operate system effectively and minimize downtime and rescheduling of runs. Carelessness in following written and oral instructions can cause extensive rebuilding of program or input data, or even lead to irrecoverable loss of data.

*Physical Demands and Working Conditions:* Work is light. Lifts, carries, and positions tape reels, punchcard decks, output forms, and control panels; weight seldom exceeds 20 pounds.

Stands and walks frequently when loading and monitoring machines.

Reaches for and fingers switches and keys on console and peripheral machines. Wires control panels, loads and removes input and output materials.

Talking and hearing for frequent exchange of information concerning program and system requirements with other workers, and to give or receive instructions.

Near-visual acuity and accommodation to follow detailed operating log, monitor computer and peripheral machines for signs of malfunction, and

analyze console messages or high-speed printer output for cause of error stoppage.

Color vision to distinguish between colored wires when wiring control panels, identify color-coded cards or forms, and monitor colored display lights if used.

Works inside.

#### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* SUPERVISOR, COMPUTER OPERATIONS or PROGRAMMER.

*Promotion from:* No formal line of promotion.

*Promotion to:* SUPERVISOR, COMPUTER OPERATIONS.

#### **PROFESSIONAL AFFILIATIONS**

None.

## KEY-PUNCH OPERATOR

**card-punch operator  
printing-card-punch operator**

### JOB DUTIES

Operates alphabetic and numeric key-punch machine, similar in operation to electric typewriter, to transcribe data from source material onto punch-cards and to reproduce prepunched data in hospital Data Processing Department:

Attaches skip bar to machine and previously punched program card around machine drum to control duplication and spacing of constant data. Loads machine with decks of punchcards. Moves switches and depresses keys to select automatic or manual duplication and spacing, selects alphabetic or numeric punching, and transfers cards through machine stations. Depresses keys to transcribe new data in prescribed sequence from source materials into perforations on card.

Inserts previously punched card into card gage to verify registration of punches. Observes machine to detect faulty feeding, positioning, ejecting, duplicating, skipping, punching, or other mechanical malfunctions and notifies supervisor. Removes jammed cards using prying knife.

May tend machines that automatically sort, merge, or match punchcards into specified groups. May key punch numerical data only and be designated KEY-PUNCH OPERATOR, NUMERIC.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Key-punch machines, verifier machine, master layout sheets, work sheets and other source materials, tabulating punchcards, and prying knife.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduate preferred with demonstrated proficiency in typing on standard or electric typewriter. High school or business school training in key-punch operations is desirable.

One week of training in key-punch operation is frequently provided by employer or manufacturer of equipment.

### WORKER TRAITS

**Aptitudes:** Verbal ability required to understand oral and written instructions such as manufacturers' operating manuals, also to learn operation of machine.

Clerical perception required to perceive pertinent detail in tabular materials consisting of combinations of letters and numbers, and to avoid perceptual error in transferring this data to punchcards.

Motor coordination to read work sheets and simultaneously operate keyboard of approximately 40 keys to punch data on cards.

Finger dexterity to move switches on machine.

*Interests:* A preference for organized and routine activities to transfer data onto punchcards.

*Temperaments:* Adaptability to perform repetitive duties of operating key-punch machine.

Ability to follow specific instructions and set procedures to transfer data onto punchcards.

Required to work to precise and established standards of accuracy to key-punch data at high rate of speed.

*Physical Demands and Working Conditions:* Work is sedentary with infrequent lifting of decks of cards when loading machine.

Reaches for and handles code sheets, business records, and decks of cards.

Finger switches and keys to operate machine.

Near-visual acuity to read copy when key punching.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* SUPERVISOR, COMPUTER OPERATIONS or SUPERVISOR, MACHINE-RECORDS UNIT.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* Promotion may be through addition of supervisory duties.

## PROFESSIONAL AFFILIATIONS

None.

## PROGRAMER

computer programmer  
digital-computer programmer

### JOB DUTIES

Converts symbolic statement of business and technical problems in hospital to detailed logical flow charts for coding into computer language:

Analyzes all or part of workflow chart or diagram representing hospital business or technical problem by applying knowledge of computer capabilities, subject matter, algebra, and symbolic logic to develop sequence of program steps. Confers with PROGRAMER, CHIEF, or MANAGER, ELECTRONIC-DATA PROCESSING, and representatives of hospital department concerned with program, to resolve questions of program intent, output requirements, input data acquisition, extent of automatic programming and coding use and modification, and inclusion of internal checks and controls.

Writes detailed, logical flow chart in symbolic form to represent work order of data to be processed by the computer system, and describes input, output, arithmetic, and logical operations involved. Converts detailed, logical flow chart to language processable by computer. Devise sample input data to provide test of program adequacy. Prepares block diagrams to specify equipment configuration. Observes or operates computer to test coded program, using actual or sample input data. Corrects program errors by such methods as altering program steps and sequence. Prepares written instructions (run book) to guide operating personnel during production runs.

Analyzes, reviews, and rewrites programs to increase operating efficiency or adapt to new requirements. Compiles documentation of program development and subsequent revisions.

May specialize in writing programs for a particular make and type of computer. May instruct or assist in instruction of trainees in principles of programming and program coding.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Code books, diagrams, flow charts, punchcards, procedural manuals, drafting tools (rulers, drafting pens), and computer units.

### EDUCATION, TRAINING, AND EXPERIENCE

Minimum requirement is high school graduation with 6 months, to 2 years, technical training in computer operations and in general principles of programming and coding. Where installations are concerned with the ap-

plication of the computer to complex areas such as medical research, a college degree in mathematics is preferred.

Experience required is 6 months to 1 year as a peripheral equipment operator, or as a programer trainee. However many employers are hiring inexperienced workers who qualify on a preliminary test, then provide the new employee with inservice training in programing and coding.

## WORKER TRAITS

*Aptitudes:* Must have verbal ability to understand and analyze oral or written statements concerning a variety of business and technical problems, and be able to discuss them with others.

Must have numerical ability to interpret workflow charts, program problems, and to understand machine logic. Level of mathematics varies from arithmetic and algebra for simple business data processing problems to differential equations and mathematical statistics for involved problems.

Must have spatial ability to interpret diagrammatic representations of workflow, and to visualize flow of data through computer system to prepare computer block diagrams and logical flow charts.

Must possess form perception to see pertinent detail in symbols when reading, interpreting, or preparing charts, diagrams, and code sheets.

*Interests:* An interest in technical activities to effectively analyze problems, and to design logical flow charts and block diagrams.

An interest in activities that are carried out in relation to processes, techniques, and machines to plan sequence steps, prepare instructions, and test programs.

*Temperaments:* Required to make judgmental decisions to plan logical sequence of steps and prepare logical flow chart for a project, keeping in mind capacities and limitations of computer and integrated machine units.

Must be able to conform to accepted standards and techniques in developing and testing programs, and to write clear instructions for computer operators to follow.

*Physical Demands and Working Conditions:* Work is sedentary, requiring occasional lifting and carrying of items seldom exceeding 10 pounds, such as source materials, run books, and documentations.

Talking and hearing to communicate with systems, program coding, and operating personnel.

Near-visual acuity and accommodation required to review statistical data and interpret charts and diagrams.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* PROGRAMER, CHIEF.

*Promotion from:* This may be an entry job on the professional level, or may be promotional from COMPUTER OPERATOR.

*Promotion to:* PROGRAMER, CHIEF or SYSTEMS ANALYST, DATA PROCESSING.

### **PROFESSIONAL AFFILIATIONS**

**Data Processing Management Association**  
**505 Busse Highway**  
**Park Ridge, Ill. 60068**

## PROGRAMER, CHIEF

coordinator, computer programing  
lead programer  
senior programer

### JOB DUTIES

Plans, schedules, and directs preparation of programs to process business and medical data for hospital by electronic data processing equipment:

Consults with administration and systems analysis personnel to clarify program intent, indicate problems, suggest changes, and determine extent of automatic programing and coding techniques to use. Assigns, coordinates, and reviews work of programing personnel.

Develops own programs and routines from workflow charts or diagrams. Consolidates segments of program into complete sequence of terms and symbols. Breaks down program and input data for successive computer passes, depending on such factors as computer storage capacity and speed, extent of peripheral equipment, and intended use of output data. Analyzes test runs on computer to correct or direct correction of coded program and input data. Revises or directs revision of existing programs to increase operating efficiency or adapt to new requirements. Compiles documentation of program development and subsequent revisions.

Trains subordinates in programing and program coding. Prescribes standards of terminology and symbology to simplify interpretation of programs. Collaborates with computer manufacturers and other users to develop new programing methods. Prepares records and reports.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Code manuals, procedural manuals, drafting tools, research data for department requesting program, diagrams, flow charts, and punchcards.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a technical school or college with training in business administration, computer programing, data processing mathematics, logic, and statistics is the usual educational requirement.

A minimum of 2 years' experience in programing for the same or similar computer system, or broad and complex projects is usually required. Experience should indicate knowledge of organization structure and workflow, and also reflect proven ability to supervise others and coordinate work activities of the group supervised with that of other organizational units of hospital.

Inservice training courses lasting 2 weeks on changes in machine languages may be provided by employer. On-the-job training in other aspects of the job generally last 1 year.

### WORKER TRAITS

*Aptitudes:* Verbal ability required to present oral and written reports and recommendations and to read technical literature about changes in techniques and equipment.

Numerical ability required to program at level of linear and Boolean algebra (logic) to minimize expensive programing and debugging time. Mathematics at level of differential equations and probability theory frequently required when an organization is developing or using sophisticated, integrated management information and forecasting systems.

Spatial ability to interpret systems statement, develop general and detailed computer flow charts, and prepare block diagrams that indicate hardware configuration.

Form perception to see pertinent detail in charts, diagrams, and code sheets composed of symbols.

Clerical perception to refer to manuals and written instructions and to review own work. This requires accurate identification of numbers, letters, words, and acronyms as well as ability to grasp general content.

*Interestes:* A preference for technical activities in order to apply mathematics and logic in converting proposed hospital business and technical systems to computer-processable form.

*Temperaments:* Versatility to perform a variety of duties, covering problems from different but related hospital activities such as inventory control or medical projects.

Must be able to direct, control, and plan development of business and technical programing activities of hospital to meet schedules.

Administrative ability required to deal with subordinates for purposes of control and coordination, and with systems analysis and hospital administrative personnel to resolve questions of intent and programing difficulties.

Required to make judgmental decisions based on experience, to assign personnel, and select and apply techniques that will produce programs that are fastest or most flexible, at the least cost.

Able to make decisions based on factual data to evaluate adequacy of completed program by comparing program, test, and operating runs with prescribed standards of terminology, accuracy, and time.

*Physical Demands and Working Conditions:* Work is sedentary. Lifts and carries source and output data, books, charts, and diagrams, the weight seldom exceeding 10 pounds.

Stands, and on occasion walks when instructing or in conference.

Speaking and hearing needed for instruction and conference.

Near-visual acuity needed to prepare, integrate, or modify complex programs, making use of a variety of charts, diagrams, and handbooks.

Works inside.

### JOB RELATIONSHIPS

*Workers supervised:* PROGRAMER.

*Supervised by:* MANAGER, ELECTRONIC-DATA PROCESSING.

*Promotion from: PROGRAMER.*

**Promotion to: MANAGER, ELECTRONIC-DATA PROCESSING.**

### **PROFESSIONAL AFFILIATIONS**

**Data Processing Management Association**

**505 Busse Highway**

**Park Ridge, Ill. 60068**

## **SUPERVISOR, COMPUTER OPERATIONS**

**supervisor, data processing**  
**supervisor, electronic-data processing**

### **JOB DUTIES**

Supervises and coordinates activities of workers who operate electronic data processing machines for hospital Data Processing Department:

Assigns personnel and schedules workflow to facilitate production. Directs training or trains personnel in operation of computers and peripheral and off-line auxiliary equipment.

Works with programing personnel in testing new and revised programs. Develops operating methods to process data, such as devising wiring diagrams for peripheral equipment control panels, and making minor changes in canned (standardized) programs or routines to modify output content or format. Directs insertion of program instructions and input data into computer, and observes operations.

Aids operators in locating and overcoming error conditions. Makes minor program and input data revisions through computer console to maintain operations. Notifies programing and maintenance personnel if unable to locate and correct cause of error or failure. Revises operating schedule to adjust for delays.

Prepares or reviews records and reports of production, operating, and downtime. Recommends changes in programs, routines, and quality control standards. Consults with MANAGER, ELECTRONIC-DATA PROCESSING about problems such as including new program testing and operating runs in schedule and arranging for preventive maintenance time. Coordinates flow of work between shifts to assure continuity.

May supervise personnel engaged in key-punching, data typing, and tabulating.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Computers, peripheral and off-line equipment, charts, graphs, diagrams, operating manuals, personnel policy documents, punch cards, magnetic tapes, program printouts, run books, wiring equipment, and wiring diagrams and panels.

### **EDUCATION, TRAINING, AND EXPERIENCE**

High school graduation is the minimum requirement. Training in business administration, mathematics, and accounting is regarded as particularly

desirable. Some employers require a college degree, particularly in large institutions where work duties are largely administrative, and in order to enhance the worker's promotion potential.

Usually a minimum of 1 to 3 years' experience is required in operating computers, peripheral, and offline equipment. Experience in supervising personnel is desirable.

## WORKER TRAITS

*Aptitudes:* Verbal ability required to train and supervise computer operations personnel, confer with other hospital supervisory and technical personnel, and prepare oral or written reports and records.

Numerical ability required to level of arithmetic and algebra necessary to cope with errors or stoppage situations in computer operations; to plan operating changes; and to prepare a variety of reports, often on a daily basis such as revision of average time requirements for processing data or cost allocations to departmental users.

Spatial and form perception to prepare wiring diagrams, wire control panels for peripheral machines, and operate equipment.

Clerical perception to review records of production, operating and downtime, and recognize pertinent detail in computer printout dumps (rejects).

*Interests:* A preference for business contacts, to support and confer with hospital management, technical personnel, suppliers of input data, and users of computer output, and to supervise and train computer operations personnel.

A preference for technical activities in order to keep informed on operation of new equipment and on new techniques for operating current machines.

*Temperaments:* Adaptability to perform a variety of tasks subject to frequent change, such as training and assigning personnel, accomodating changes in production schedules to meet priority runs, maintaining records, and developing new operating procedures.

Must be able to direct, control, and plan the activities of computer operators, satellite input-output computer operators, on-line and off-line peripheral equipment operators, and tape librarians.

Essential requirement to deal with people, such as other hospital departmental supervisors to resolve problems, concerned with scheduling, and adequacy and accuracy of input data.

Required to make decisions on a judgmental basis to set up work assignments that make maximum use of workers' knowledge and ability, and most effective and economical use of computers and peripheral equipment.

Required to make decisions on a factual basis when developing schedules for processing programs, relating such factors as date of program receipt, priority assignment, estimated run time, and available computer time. Compares output requirements against available equipment, and existing programs, routines, wiring, diagrams, and control panels to determine need for developing or modifying operational methods, or altering operating schedule.

*Physical Demands and Working Conditions:* Work is light, requiring frequent standing and walking and occasional lifting and handling of reels

of tape decks of punchcards, and control panels weighing up to 20 pounds.

Talking and hearing to give oral instructions, assign work, and train personnel. Confers with management and others, discussing such items as budget requirements and staffing, machine capability, and production problems.

Near-visual acuity required to frequently analyze records, prepare reports, study program run books, and read technical literature.

Works inside.

#### **JOB RELATIONSHIPS**

*Workers supervised:* COMPUTER OPERATOR; TAB OPERATOR; KEY-PUNCH OPERATOR; CODING CLERK.

*Supervised by:* MANAGER, ELECTRONIC-DATA PROCESSING.

*Promotion from:* COMPUTER OPERATOR OR PROGRAMMER.

*Promotion to:* MANAGER, ELECTRONIC-DATA PROCESSING.

#### **PROFESSIONAL AFFILIATIONS**

**Data Processing Management Associations**  
505 Busse Highway  
Park Ridge, Ill. 60068

## **SUPERVISOR, MACHINE-RECORDS UNIT**

**tabulating supervisor**

### **JOB DUTIES**

Supervises and coordinates activities of workers engaged in keeping records and tabulating reports in hospital, using punchcard and off-line computer equipment, such as tabulating, key-punch, and sorting machines:

Schedules work assignments for operators depending on workload and personnel available. Trains new employees in operation of key-punch, sorter, collator, interpreter, and other machines and equipment.

Sets up machine for new operations. Diagrams wiring connections according to machine function to be performed, following manual instructions. Wires control boards, making circuit connections according to wiring diagrams, or supervises workers who perform this function. Verifies machine output to determine machine malfunctions and accuracy of operators. Directs care and cleaning of machines.

Develops logical sequence with use of department's record machines and writes operating instructions for TAB OPERATORS.

Keeps records and reports regarding production, equipment, operating costs, and personnel and submits to administrative personnel for review.

May handle all personnel matters concerning operators. May make mechanical adjustments and repairs in an emergency. May assist administrative officials in planning new accounting methods and design of cards and forms for new clerical processes.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Accounting machines, calculating machines, collators, control panels, code books, diagrams, flow charts, hand tools (such as screwdrivers, and wrenches), interpreter, key-punch machine, master layout forms, paper stock, personnel and production forms, procedural guides, punchcards, reproducer, sorter, verifier, and work sheets.

### **EDUCATION, TRAINING, AND EXPERIENCE**

Most employers accept applicants who are high school graduates. Some employers also require one or more of the following: A college course in accounting, a 6-month course in data processing, or high school courses in general business or bookkeeping. In addition, continuing education after placement in the job is often required in order to keep up with changes in equipment and procedures.

Experience of 1 or 2 years in operating most all data processing equipment is required, with an additional 1 year's experience at supervisory level. On-the-job training lasting 6 months to 1 year is given.

### WORKER TRAITS

*Aptitudes:* Verbal ability is necessary to understand machine accounting terminology and to be able to communicate with punchcard accounting operators and members of accounting and administrative staffs.

Numerical ability is necessary to compute processing time, and prepare schedules, cost and production records.

Spatial perception is necessary to prepare wiring diagrams and wire control panels.

Form perception is necessary to perceive sequence and spacing of pertinent details in master layout sheets, which are used in developing logical sequence.

Clerical ability is necessary to detect errors in statistical and accounting tabulations, personnel and inventory records.

*Interests:* An interest in business contacts is necessary to effectively supervise off-line computer equipment operators, and confer with hospital accounting and administrative personnel.

A preference for technical activities for knowledge and usage of accounting machines and other equipment.

*Temperaments:* An aptitude to direct, plan, and supervise activities of equipment operators who handle the more routinized data processing functions.

Ability to deal with people in a variety of capacities: Advising, instructing staff, and reviewing their performance; and conferring with personnel of other hospital departments.

Capability to evaluate by set limits or tolerances is necessary to prepare wiring diagrams and machine operating instructions.

*Physical Demands and Working Conditions:* Work is light. Worker often lifts and carries wired control panels weighing 5 to 20 pounds, and pushes them into computer equipment settings. Loads input and output materials weighing up to 20 pounds into computer equipment.

Handles and fingers card decks when inserting and removing them from off-line equipment; uses similar dexterity when inserting wires in control panels.

Talking and hearing are needed to communicate with employees and other hospital personnel.

Near-visual acuity and accommodation are needed to read computer language, wiring diagrams and reports, to shift vision from reference sources to work sheets, and to examine coding and spacing on punchcards.

Works inside.

### JOB RELATIONSHIPS

*Workers supervised:* May supervise KEY-PUNCH OPERATOR, TAB OPERATOR and CODING CLERK.

*Supervised by:* MANAGER, ELECTRONIC-DATA PROCESSING or by a supervisor in the Financial Management Department.

*Promotion from: KEY-PUNCH OPERATOR, TAB OPERATOR, or CODING CLERK.*

*Promotion to: MANAGER, ELECTRONIC-DATA PROCESSING or to a supervisory position in the Financial Management Department.*

**PROFESSIONAL AFFILIATIONS**

**Data Processing Management Association**  
505 Busse Highway  
Park Ridge, Ill. 60068

## SYSTEMS ANALYST, DATA PROCESSING

commercial systems analyst and designer  
data methods analyst  
methods analyst  
procedures analyst

### JOB DUTIES

Analyzes business and technical problems for hospital departments, working with problems such as inventory control, cost analysis systems, or medical projects, to refine their formulation and convert them to programmable form for application to electronic data processing systems:

Confers with MANAGER, ELECTRONIC-DATA PROCESSING, hospital administrative personnel, medical staff members, or heads of hospital departments involved to ascertain specific output requirements, such as types of breakouts, degree of data summarization, and format for reports. Confers with personnel of operating departments to devise plans for obtaining and standardizing input data.

Studies current systems or develops new systems and procedures to devise workflow sequence. Analyzes alternative means of deriving input data to select most feasible and economical method. Develops process flow charts or diagrams in outline, then in detailed form for programming, indicating external verification points, such as audit trial printouts.

May work as member of team, applying specialized knowledge to one phase of project development. May coordinate activities of team members. May direct preparation of programs.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Procedural and equipment manuals, electronic computing equipment, computer programs, drawing and writing equipment, equipment specifications, flow charts, diagrams, and statistical tables.

### EDUCATION, TRAINING, AND EXPERIENCE

College graduation including courses in business administration and accounting usually required for entrants without prior experience in data processing. Some employers, while requiring a college degree, do not require a specific major or specified courses. Many employers waive formal education requirements for workers they employ who have had several years of manual and machine experience prior to computer conversion.

Experience requirements range from no experience in establishments that have facilities for inservice training, to 2 to 4 years' experience in systems analysis, computer operation, or programing, including experience as a PROGRAMER, or PROGRAMER, CHIEF.

On-the-job training for 6 months to 1 year is given by employer.

### WORKER TRAITS

*Aptitudes:* Verbal ability to discuss problems and progress, prepare reports, and make annotations for graphic representations of work.

Numerical ability to select from alternatives to develop optimum system, procedures, and methods. Mathematical investigation is often necessary of such factors as variations in volume of input data and frequency of appearance of exceptions to normal workflow in processing. Level of mathematics varies from business arithmetic and algebra to differential equations.

Spatial ability needed to visualize, prepare, and review two-dimensional graphic representations of workflow.

Form perception to identify nonverbal symbols on records such as block diagrams and flow charts.

Clerical perception to avoid visible errors and recognize pertinent detail in the recording and identifying of letters and numbers, often in abbreviated or acronymic combinations.

*Interests:* A preference for activities that are technical and analytical, and those that are abstract and creative, to devise new or modify standardized computer-oriented systems to meet the specific needs of the hospital.

*Temperaments:* Ability required to deal with people in conferences and interviews.

Capable of making judgmental decisions to select from alternatives when devising optimal system.

Required to make decisions on basis of factual data to design system within machine capability.

*Physical Demands and Working Conditions:* Work is sedentary, with occasional standing and walking.

Occasional handling of source documents, books, charts, and other records that seldom exceed 10 pounds.

Talking and hearing to discuss and confer with management of hospital and technical personnel to devise suitable systems.

Near-visual acuity required to prepare and review workflow charts and diagrams.

Works inside.

### JOB RELATIONSHIPS

*Workers supervised:* Generally none. May supervise one or more PROGRAMERS.

*Supervised by:* MANAGER, ELECTRONIC-DATA PROCESSING.

*Promotion from:* PROGRAMER.

*Promotion to:* MANAGER, ELECTRONIC-DATA PROCESSING.

**PROFESSIONAL AFFILIATIONS**

**Data Processing Management  
Association  
505 Busse Highway  
Park Ridge, Ill. 60068**

**Systems and Procedures Association  
of America  
7890 Brookside Drive  
Cleveland, Ohio 44138**

## TAB OPERATOR

assistant console operator  
data-processing-machine operator  
machine unit operator  
tabulating machine operator  
tape handler

### JOB DUTIES

Operates on-line or off-line peripheral machines in hospital Data Processing Department, according to instructions, to transfer data from one form to another, print output, and read data into and out of digital computer:

Mounts and positions materials, such as reels of magnetic or paper tape onto spindles, decks of cards in hopper, bank checks in magnetic ink reader-sorter, notices in optical scanner, or output forms and carriage tape in printing devices. Sets guides, keys, and switches according to oral instructions or run-book to prepare equipment for operation. Selects specified wired control panels or wires panels according to diagrams and inserts them into machines. Presses switches to start off-line machines such as card-tape converters, or to interconnect on-line equipment, such as tape or card computer input and output devices, and high-speed printer or other output recorder.

Observes materials for creases, tears, or printing defects and watches machines and error lights to detect machine malfunction. Removes faulty materials and notifies supervisor in case of machine stoppage or error.

Unloads and labels card or tape input and output and places them in storage or routes them to library.

Separates and sorts printed output forms, using decollator, to prepare them for distribution.

May operate punchcard tabulating machines, such as sorters and collators.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Accounting machine, collator, interpreter, key-punch machine, digital computer, printer, reader, reproducer, sorter, verifier, flow charts, diagrams, master layout forms, operating manuals, handtools (for inserting prewired control panels), paper stock, blank printing forms, printed checks, bills, and processed data.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required. Post-high school training in opera-

tion of electronic or electromechanical data processing equipment is desirable.

Inexperienced workers may be accepted where employer provides for in-plant or on-the-job training. If the employer does not provide such training, an applicant must have 6 months' to 2 years' experience operating data processing machines.

### WORKER TRAITS

*Aptitudes:* Verbal ability required to read written instructions and handbooks and to communicate with supervisor about operating functions.

Spatial ability required to follow diagrams to wire control panels, position and thread tapes onto spindles, or position decks of cards in hopper.

Clerical perception to identify and record, without error, data such as dates, program numbers, hospital departments, and routing on forms.

Motor coordination and finger and manual dexterity to load and unload machines quickly and minimize downtime, to thread ribbons of tape over guides and through rollers, and to handle cards and tapes deftly without bending, tearing, or damaging otherwise.

Color discrimination needed to connect wires to specified terminals according to their colors when wiring control panels, or to recognize display lights and their meanings by colors.

*Interests:* A preference for routine and organized activities to follow well-defined instructions for any of several different machines.

An interest in activities concerned with machines, processes, and techniques to operate various machines.

*Temperaments:* Worker must be adept at performing a variety of tasks involving frequent change to operate a number of machines in varying combinations and sequences.

Must be detail-oriented.

When operating peripheral equipment, must adhere to established standards of accuracy, such as observing printer output forms for defects in alignment, spacing, margin, and overprinting. Immediate response to indication of error in operation of peripheral equipment is vital.

*Physical Demands and Working Conditions:* Work is light, involving frequent standing and walking when operating machines and lifting and carrying tapes, cards, and forms, which do not exceed 20 pounds.

Reaches, handles, and fingers to mount tapes onto spindles, position decks of cards in hoppers, and thread tape through guides and rollers of peripheral units or wire control panels.

Near-visual acuity required to read labels on reels, to wire plugboards from diagrams, to scan printout for error, and to read operating instructions and handbooks.

Color vision needed to distinguish between various colors of wires to insure correct wiring of control panels.

Works inside.

### JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* SUPERVISOR, COMPUTER OPERATIONS.

*Promotion from:* No formal line of promotion. This may be an entry job.  
*Promotion to:* Promotion is through addition of supervisory duties.

**PROFESSIONAL AFFILIATIONS**

**None.**

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## **FINANCIAL MANAGEMENT DEPARTMENT**

**PURPOSE:** To manage the hospital's financial activities and keep administration informed of financial condition of institution for purpose of hospital planning and control; and to admit patients to hospital in accordance with policies and regulations established by governing authority and administration.

**RESPONSIBILITY:** Responsible for the financial activities of the hospital which encompass receipt of revenues, expenditure of funds, and conservation of hospital assets. As a basis for performing these and related administrative functions, this department maintains extensive accounting and statistical records. It records all financial transactions including control of cash, income and expense, purchase and disposal of capital assets, estimates cost of free service rendered indigent patients, and related transactions. The responsibility includes development of payroll records and payment of salaries.

Another function of the Financial Management Department is to prepare budgets for ensuing fiscal periods. Many factors are considered in the preparation of a budget including estimated needs of various departments, departmental expenses of previous periods, anticipated patient census and income, and general economic and market conditions.

Similarly, the Financial Management Department is responsible for preparation of reports of departmental income and expenses, and comparisons of gross earnings and costs of revenue-producing departments. Such reviews and reports are of assistance in setting rates. The department is also responsible for preparation of all reports to outside agencies; most important are reports for cost reimbursement purposes which can determine the hospital's financial position.

The department may have responsibility for developing administrative systems and procedures; this can include responsibility for the data processing function, if one exists.

In most hospitals, the Financial Management Department has the responsibility for determining a patient's ability to pay established rates for services, and making necessary financial adjustments if patient cannot meet his full obligation. This credit function includes the responsibility for collecting unpaid bills.

The Admitting Office of the Financial Management Department is responsible for determining patient's eligibility for

admission to the hospital. The Admitting Office evaluates each applicant in terms of stated purposes of the hospital; controls number of patients admitted and room assignments; admits patients to various services promptly, graciously, and in an orderly manner; maintains records of patients awaiting admission and those already in the hospital; and develops confidence in, and understanding of, activities of the hospital by the patient and the general public.

Admitting functions revolve around admitting, transferring, and discharging patients. Preadmission reservations for an accommodation are made at the request of a member of the medical staff, except for emergency patients who are admitted in accordance with existing policy. Personal, financial, and statistical information are obtained from the patient or relative. The patient is informed about activities and rules of the hospital, and is referred or escorted to accommodations. All departments concerned with care, treatment, diagnosis, or recordkeeping are notified of patient's admission. It may be the assigned responsibility of the Admitting Office to schedule use of operating room facilities, and give routine information concerning condition of patients.

**AUTHORITY:** The Financial Management Department is the center of operation of all financial affairs of the hospital. Large institutions may have an **ASSOCIATE ADMINISTRATOR** who is directly responsible for management of the Financial Management Department and indirectly, through heads of departments, for functioning of related activities outside the Financial Management Department. Usually the head of the Financial Management Department is designated **CONTROLLER**.

The Admitting Office may be organized in a number of ways, depending on the size of the institution and the average number of admissions. In the large hospital, the admitting function is usually under the direction of an **ADMITTING OFFICER** who is responsible to the **CONTROLLER**. In smaller hospitals, admitting may be combined with some related function within the Financial Management Department.

**INTERRELATIONSHIPS AND INTRARELATIONSHIPS:** In carrying out its duties the Financial Management Department must contact not only the general public, but also every department within the hospital. These contacts involve direct dealings with the governing authority; patients; medical staff; executive committees; local, State, and Federal health agencies; and numerous other groups, agencies, and individuals.

The Admitting Office personnel form the initial contact made by a patient upon entering the hospital. The impression created during this interview has great impact on the attitude of both the patient and his relatives or friends. In allocating beds and making reservations at the request of members of medical staff, the Admitting Office has an important role in establishing good relationships for the hospital. In addition, this office has contact with the Medical Records Department in order to start patient records, and with Clinical Laboratories Department, Dietary Department, resident or attending physician, and Nursing Service Department so that the treatment process may be set in motion.

**STANDARDS:** Complete accounting records are vital in describing the status and activity of the institution. To facilitate accounting procedures in hospitals, the American Hospital Association has developed a manual of recommended accounts and statistical records to serve as a basis for developing a sound hospital accounting system.

**PHYSICAL FACILITIES AND STAFFING:** Well-equipped and conveniently located offices must be provided. The department should be located to be of convenient access by the general public as well as for various departments of the hospital, but much of its work requires a degree of concentration which demands privacy and isolation from frequent interruptions. Present-day accounting and other business procedures demand mechanization for efficiency, even in smaller hospitals. Consequently, most hospital financial management departments utilize typewriters, adding machines, calculators, bookkeeping machines, and similar equipment. In larger hospitals, the department may utilize electronic data processing equipment.

The department is organized in a variety of ways depending on the size of the hospital. Under the direction of a **CONTROLLER**, it may be subdivided into a number of separate sections such as accounting, data processing, payroll, admitting, credit and collections, and purchasing. In smaller hospitals, some or all of these functions may be combined. For example, an **ASSOCIATE ADMINISTRATOR** may act as **CONTROLLER**, and an **ACCOUNTANT** may be employed to handle record-keeping functions. **CASHIERS**, **BOOKKEEPERS**, **CLERKS**, and **SECRETARIES** are employed to handle clerical and other routine procedures.

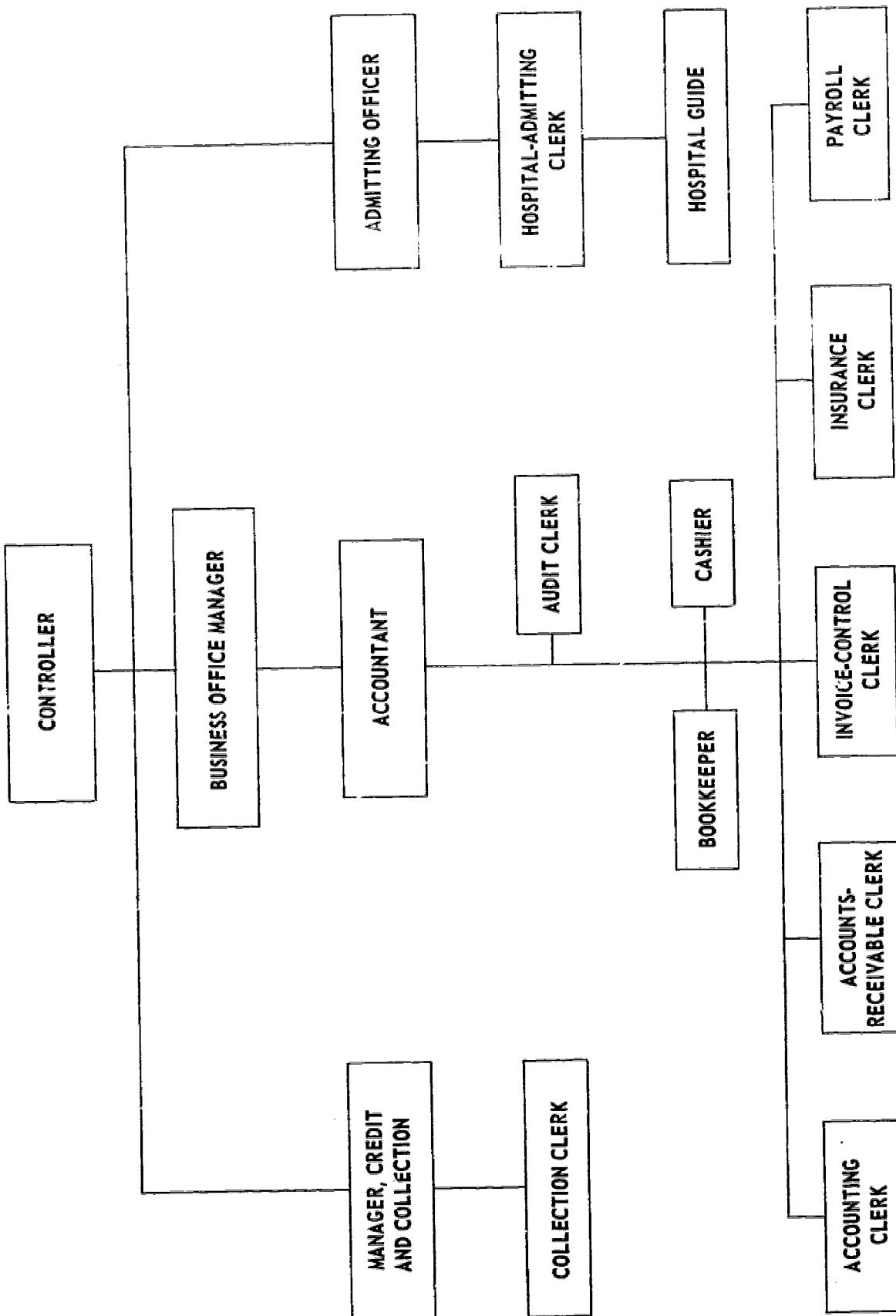
The Admitting Office should be located near the hospital entrance. Reception rooms should be pleasant, with warmth and

cheerfulness. Privacy for patient and relatives while in the admitting office is essential.

The ADMITTING OFFICER may supervise a number of Admitting Clerks and other clerical assistants. In smaller hospitals the admitting functions may be performed by a staff member whose time is divided between admitting and such related functions as credit, information, or medical records.

Admitting personnel should be thoroughly trained in hospital policies and procedures, and use tact and courtesy in all dealings with the public.

FINANCIAL MANAGEMENT DEPARTMENT



NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

**CONTROLLER****JOB DUTIES**

DIRECTS and coordinates hospital activities concerned with financial administration, general accounting, patient business services, and financial and statistical reporting; may have administrative responsibility for the data processing function and for administrative systems and procedures:

Devises and installs new or modified accounting systems to provide complete and accurate records of hospital assets, liabilities, and financial transactions. Evaluates accounting and patient business service procedures to plan methods for insuring timely receipt of payments on patient accounts, reducing costs of accounting operations, and expediting flow of work. Compiles information about new equipment, such as cost and labor saving features, application to hospital accounting procedures, and storage requirements.

Prepares, or directs subordinates in preparing hospital budgets based on past, current, and anticipated expenditures and revenues. Directs compilation of data and preparation of financial and operating reports for planning effective administration of hospital activities by management. Prepares detailed analyses of financial statements to reflect variances in income, expenditures, and capital asset values from previous periods. Makes recommendations to administration concerning means of reducing hospital operating costs and increasing revenues, based on knowledge of market trends, financial reports, and industry operating procedures.

Participates in discussions with finance committee concerning such matters as equipment purchases and construction of additional facilities. Arranges for audits of hospital accounts. Computes and records depreciation on buildings, equipment, and real estate holdings. Examines insurance policies to ascertain that hospital assets are properly insured against loss. Is responsible for preparation of cost reimbursement reports to government and private third-party agencies.

In small hospitals, ACCOUNTANT or ADMINISTRATOR may perform duties of this job.

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Adding machine, calculating machine, records and reports, EDP equipment.

**EDUCATION, TRAINING, AND EXPERIENCE**

A Bachelor of Science degree in accounting or business administration with a major in accounting is required. Certification by State Board as Certified Public Accountant may be required.

Usually 3 to 5 years' experience as BUSINESS OFFICE MANAGER or ACCOUNTANT is required.

Requires from 6 to 9 months' on-the-job training to become thoroughly familiar with hospital policies and procedures.

### WORKER TRAITS

*Aptitudes:* Verbal ability required to discuss financial problems with department representatives and administrative personnel and to prepare oral and written reports.

Numerical ability required to analyze problems and develop accounting systems to accurately control financial activity of hospital.

*Interests:* A preference for activities involving business contacts for participation in conferences with management and to advise and inform others regarding financial matters.

A preference for prestigious activities resulting from directing the entire financial operations of the hospital.

A preference for the communication of ideas, in directing the operation and revision of accounting systems, interpreting financial statements to administrative officials, and coordinating activities with other departments.

*Temperaments:* Ability to perform a variety of duties, ranging from direct involvement in report analysis to coordination of accounting procedures with other departments.

Capability to direct, plan, and control all financial activities of the hospital.

Ability to deal with people in nonsupervisory situations requiring considerable tact in securing cooperation from administrative officials and other hospital personnel.

Required to make decisions on a judgmental basis in developing new accounting procedures.

*Physical Demands and Working Conditions:* Work is sedentary. Reaches for and handles records, reports, and correspondence.

Talking and hearing essential in discussing financial matters with administrative officials and department heads and to issue directives to subordinates.

Works inside. Usually has own office.

### JOB RELATIONSHIPS

*Workers supervised:* ACCOUNTANT; ADMITTING OFFICER; BUSINESS OFFICE MANAGER; and MANAGER, CREDIT AND COLLECTION. May also supervise PURCHASING AGENT and MANAGER, ELECTRONIC-DATA PROCESSING.

*Supervised by:* ADMINISTRATOR.

*Promotion from:* No formal line of promotion. May be promoted from BUSINESS OFFICE MANAGER or ACCOUNTANT.

*Promotion to:* No formal line of promotion. May be promoted to ADMINISTRATOR or ASSOCIATE ADMINISTRATOR.

## PROFESSIONAL AFFILIATIONS

National Association of Accountants  
505 Park Avenue  
New York, N.Y. 10022

American Institute of Certified  
Public Accountants  
666 Fifth Avenue  
New York, N.Y. 10019

Hospital Financial Management  
Association  
840 North Lake Shore Drive  
Chicago, Ill. 60611

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## ACCOUNTANT

### JOB DUTIES

Applies principles of accounting and statistical analysis to install and maintain general accounting system in hospital, and prepares financial and operating reports from statistical data:

Evaluates existing procedures for recording assets, liabilities, and financial transactions to determine methods for reducing time and cost of accounting operations, applying knowledge of advanced accounting techniques, business systems, and improved tabulating and recording machines. Devises and installs new or modified bookkeeping and accounting procedures for use by accounting and business office personnel.

Organizes and directs the posting of entries to such ledgers as general, accounts payable, and accounts receivable. Examines entries posted in ledgers and journals for accuracy and compliance with established accounting procedures and policies. Runs trial balance of general ledger to insure that debits and credits balance. Verifies entries in ledger with source data to resolve balance discrepancies. Audits cash receipts, disbursements, payroll timecards, and inventory records for accuracy and procedural requirements.

Prepares or directs preparation of hospital operating reports and financial statements from general and subsidiary ledger entries for use in financial administration of hospital. Computes net income, expenses, and profit and/or loss for each operating department of hospital, based on such factors as patient revenue, material and supply costs, and staff salaries and wages. Prepares current and comparative analysis reports and statements reflecting variations in costs and revenues, and financial condition of hospital. Compiles and prepares budget estimates from anticipated operating costs, revenues, and expenses submitted by hospital department supervisors. Submits budget to CONTROLLER for approval. Computes and files tax returns, patient welfare and hospitalization insurance reports, and other regular or special reports required by government agencies. Prepares cost reimbursement reports to government and private third-party agencies.

The position of ACCOUNTANT will vary with the size and organization of hospital as well as with the organization of the department itself. This job may be combined with that of BUSINESS OFFICE MANAGER or CONTROLLER. In smaller hospitals, the ACCOUNTANT may handle details of general accounts, accounts payable, accounts receivable, and payroll.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, bookkeeping machine, calculating machines, ledgers, records, reports, EDP equipment.

## EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a recognized college or university with a degree in accounting, or a degree in business administration with a major in accounting may be required. Certification by State Board as Certified Public Accountant may also be required. A minimum requirement would be graduation from a recognized business college with an associate degree in accounting.

Up to 3 years' accounting experience is usually required.

Usually requires 6 to 9 months' on-the-job training to become thoroughly acquainted with hospital administrative policies and accounting procedures.

## WORKER TRAITS

*Aptitudes:* Verbal ability is required to issue instructions to subordinates, present oral and written reports, and to read technical literature about changes in accounting techniques and equipment.

Numerical ability is required to analyze accounting problems and comparative reports.

Clerical ability is required to detect bookkeeping and statistical errors in ledger postings or statistical reports.

*Interests:* A preference for technical activities in order to effectively analyze accounting problems and to devise improved procedures.

A preference for activities carried out in relation to processes, techniques, and machines in order to plan sequence steps and prepare instructions.

*Temperaments:* Worker is required to make judgmental decisions concerning new accounting procedures and new equipment needs, to reduce time and cost of accounting operations.

*Physical Demands and Working Conditions:* Work is sedentary. Reaches for and handles ledgers, journals, and documents.

Frequently fingers keyboard of adding machine and calculator.

Talking and hearing essential to communicate with accounting personnel.

Near-visual acuity required to review statistical data and prepare detailed financial and statistical reports.

Works inside. Worker often has own office.

## JOB RELATIONSHIPS

*Workers supervised:* May supervise BOOKKEEPER; AUDIT CLERK; CASHIER; ACCOUNTS-RECEIVABLE CLERK; INVOICE-CONTROL CLERK; ACCOUNTING CLERK; and PAYROLL CLERK.

*Supervised by:* CONTROLLER.

*Promotion from:* No formal line of promotion. May be promoted from BOOKKEEPER after additional formal training.

*Promotion to:* No formal line of promotion. May be promoted to CONTROLLER.

## PROFESSIONAL AFFILIATIONS

American Institute of Certified  
Public Accountants

666 Fifth Avenue  
New York, N.Y. 10019

National Association of Accountants  
505 Park Avenue  
New York, N.Y. 10022

Hospital Financial Management  
Association

840 North Lake Shore Drive  
Chicago, Ill. 60611

American Association of Hospital  
Accountants  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## ACCOUNTING CLERK

### JOB DUTIES

Performs a variety of duties related to keeping accounts and records in the Financial Management Department of hospital:

Adds totals posted by other workers on accounts receivable ledgers, using adding machine, and balances figures with amounts shown on charge slips and cash receipts. Classifies accounts receivable according to categories, such as insurance accounts, collection agency accounts, and private accounts to identify specific sources of income. Compiles expenditures for each department as directed.

Compares entries on accounts payable ledgers with invoices received from vendors to verify accuracy of posting. Types checks for payment of bills, and submits checks to supervisor for signature. Files check stub with accounts payable records, and posts data and amount of check to account ledger.

Posts receipt and disbursement of funds to appropriate hospital accounts. Balances register with cash receipts. Verifies the posting of various accounting entries.

Computes hours worked from employees' timecards and records payroll information on payroll forms. Transmits forms to bank for preparation of payroll checks. Compares returned payroll checks with information recorded on form for accuracy. May prepare and type checks. Keeps personnel records pertaining to vacation and sick leave, wage and salary information, and performance and promotion.

Files documents, such as ledgers and payroll in alphabetically arranged files. Prepares administrative reports as directed. Types correspondence for supervisor. Explains work procedures to clerical workers.

This job will usually be found in smaller hospitals where it combines the duties of INVOICE-CONTROL CLERK; ACCOUNTS-RECEIVABLE CLERK; and PAYROLL CLERK.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, cash receipt slips, checks, ledgers, payroll records, typewriter.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in typing, bookkeeping, and other commercial courses is required. One to 2 years of additional course work in accounting-bookkeeping at the business college level is highly desirable.

Usually 1 year of related accounting or posting experience is required.

Usually 3 to 6 months' on-the-job training is required.

## WORKER TRAITS

*Aptitudes:* Verbal ability required to comprehend principles of bookkeeping and accounting, and to answer questions regarding paychecks, financial statements, and various statistical data.

Numerical ability required to compute financial data either by hand or by machine.

Clerical ability required to discern and avoid errors in posting and copying figures.

Motor coordination required in posting figures from one source to another, rapidly and accurately.

Eye-hand-coordination and finger dexterity required to operate office machines.

*Interests:* A preference for activities that are routine and organized in order to keep systematic accounts and records.

*Temperaments:* Practical by nature; required to perform routine, repetitive tasks according to established accounting procedures and methods.

A liking for details; required to maintain precise standards of accuracy in balancing accounts.

*Physical Demands and Working Conditions:* Work is sedentary.

Reaching, handling, and fingering are required in posting data, filing ledgers, and operating office machines.

Near-visual acuity and accommodation required to read data posted on various accounts.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* BUSINESS OFFICE MANAGER or ACCOUNTANT.

*Promotion from:* No formal line of promotion. May be an entry job.

*Promotion to:* No formal line of promotion.

## PROFESSIONAL AFFILIATIONS

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## ACCOUNTS-RECEIVABLE CLERK

**bookkeeping machine operator, accounts receivable  
posting clerk**

### JOB DUTIES

Keeps systematic set of hospital accounts-receivable records and posts charges to individual ledger accounts of hospital patients, using bookkeeping machine:

Compares amounts on charge slips and credit notices with hospital rate and charge schedules to verify accuracy of amounts posted. Consults with department heads to resolve errors in accounts. Posts charges to individual accounts by hand or by machine. Summarizes entries in individual patient accounts and compares totals with totals of charge and credit slips to insure accuracy. Posts summaries to general ledger, or may forward data to other workers for posting.

Periodically computes trial balance on accounts receivable, using adding machine. Receives and files charge slips and reports. May compute, type, and mail itemized statements, showing balance outstanding on individual accounts, to individuals or their representatives. Occasionally may perform cashiering duties. May be a lead worker, designated as Accounts-Receivable Manager. In smaller hospitals the duties of this job may be combined with INVOICE-CONTROL CLERK; ACCOUNTING CLERK; and INSURANCE CLERK.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, bookkeeping machine, cash receipts, charge slips, ledgers, office supplies, rate schedules, typewriter.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in typing and bookkeeping required. Usually 6 months to 2 years of previous experience in bookkeeping and accounting is required.

One to 3 months' on-the-job training is required.

### WORKER TRAITS

**Aptitudes:** Numerical ability required to perform calculations and computations necessary in bookkeeping.

Clerical perception required in detecting and avoiding errors in statistical records.

Finger dexterity and motor coordination required to work keys of typewriter, adding machine, and bookkeeping machine, and to copy data from one set of records to another rapidly and accurately.

*Interests:* A preference for routine, organized work adaptable to systematic recordskeeping.

*Temperaments:* Practical and detail-oriented; work is performed according to established bookkeeping standards and procedures, requiring little independent judgment.

*Physical Demands and Working Conditions:* Work is sedentary. Stands and walks about office to obtain various ledgers and reports.

Near-visual acuity required to read and copy statistical data rapidly with high degree of accuracy.

Works inside.

### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* BUSINESS OFFICE MANAGER; ACCOUNTANT; or MANAGER, CREDIT AND COLLECTION.

*Promotion from:* No formal line of promotion. May be an entry job.

*Promotion to:* No formal line of promotion. Promotion may be through increased supervisory and administrative duties.

### **PROFESSIONAL AFFILIATION**

Hospital Financial Management Association  
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Chicago, Ill. 60611

**ADMITTING OFFICER****director of admitting****JOB DUTIES**

Makes future reservations for patients, arranges for admission of patients to hospital, and directs and coordinates activities of hospital admitting office personnel:

Determines hospital privileges of physician who is making reservations by checking against a staff list. Records information that identifies physician and patient, type of accommodation desired, insurance coverage, date of admission, and type and date of operation if case is surgical. Reviews list of unoccupied beds and makes preadmission reservations according to type of case and accommodation desired. Frequently forwards admission form to patients to be filled out in advance of hospitalization.

Interviews patient, his relatives, or other responsible individual to obtain identifying and biographical information. Interprets hospital regulations to patient concerning visitors, visiting hours, and disposition of clothing and valuables. Explains rates, charges, services, discounts, and hospital policy regarding payment of bills. May request partial payment in advance. Notifies particular hospital division to expect patient and arranges for escort of patient to room or ward station. If patient is brought into emergency room, secures necessary information from patient, or from relative or person accompanying patient. Assigns bed or, if patient is to be sent home, explains emergency room charges and arranges for payment. Enters information on record book and forwards cash to business office. Explains differences in rates and charges to patients desiring change of accommodations, and arranges for change. May obtain signature for surgery from legally responsible patients or relatives. Notifies pertinent departments of patient's admission in accordance with established procedures.

Prepares work schedule for department personnel, based on workload and the number of employees available to perform the tasks. Directs subordinates in such duties as preparing admitting forms, room transfers, admitting reports, and maintaining a current bed index of patients in hospital. Reviews completed work for accuracy and returns improperly prepared admitting records and forms for correction.

Interviews and hires new employees and assigns them to various sections of the department. Arranges for on-the-job training for new employees. Requests wage increases, transfers, and promotions for admitting office personnel. Conducts periodic staff meetings to inform staff of changes in admitting office policies and procedures.

Coordinates admitting procedures with activities of other departments. Places patient's valuables in office safe and issues receipt. May place re-

quests for use of operating room. May answer inquiries concerning condition of patient in accordance with regulations governing such information. May notify family when patient is placed on critical list. May contact police in connection with admission of patients classed within police or medico-legal area. In smaller hospitals the duties usually assigned to the credit department are frequently assigned to this job.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Admitting forms, admitting records, personnel records, room index, time-cards, work schedules.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a recognized college or university is required. Course work should include psychology, sociology, and personnel and business administration. Some employers prefer a graduate nurse.

Usually requires 1 to 2 years' experience in an accredited hospital or social agency.

Usually 3 months' on-the-job training required to become familiar with admitting office policies and procedures.

### WORKER TRAITS

*Aptitudes:* Verbal ability required to communicate effectively with patients, doctors, and hospital staff members, exercising high degree of tact and poise, and occasionally overcoming language barrier. Also required to understand and apply knowledge of medical terminology.

Numerical ability required to estimate potential patient costs, insurance coverage, and financial arrangements in meeting obligations by patient.

Clerical ability required to recognize pertinent detail in reports and to identify errors in omission or calculations when reviewing admittance records.

*Interests:* A preference for business contacts to deal with patients, their families, medical personnel, and hospital employees.

A preference for prestigious activities, to direct the admitting functions of a hospital.

*Temperaments:* Responsibility to direct all activities relating to admitting patients, and dealing with them, as well as physicians, hospital staff members, and others involved with admitting section.

Independent thinking, to exercise own judgment in determining actions in emergency situations, and in maintaining control of room occupancies.

Analytical, to evaluate other information from established criteria, such as interpreting policies and issuing information on room rates and hospital regulations.

*Physical Demands and Working Conditions:* Work is sedentary. Reaches for and handles admitting records.

Talking and hearing essential in giving and receiving information regarding admitting procedures and room assignments.

Works inside. Usually has own office.

**JOB RELATIONSHIPS**

*Workers supervised:* HOSPITAL-ADMITTING CLERK and HOSPITAL GUIDE.

*Supervised by:* May be supervised by CONTROLLER; ASSOCIATE ADMINISTRATOR; or BUSINESS OFFICE MANAGER.

*Promotion from:* No formal line of promotion. May be promoted from HOSPITAL-ADMITTING CLERK.

*Promotion to:* No formal line of promotion. May be promoted to BUSINESS OFFICE MANAGER or CONTROLLER.

**PROFESSIONAL AFFILIATIONS**

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## AUDIT CLERK

### JOB DUTIES

Verifies accuracy of figures, calculations, and postings pertaining to hospital business transactions recorded by other workers:

Examines individual patient ledger cards, admittance forms, statements, and similar hospital records for completeness. Verifies accuracy of figures, calculations, and postings of hospital charges, payments, discounts, and account balances, using adding machine. Contacts department heads and other responsible individuals to resolve discrepancies found, such as omission of payments, incorrect charges, and failure of hospital departments, in order, to bill services rendered.

Calculates adjustments required to correct discrepancies from information received and prepares adjustment ticket showing such information as name of patient, account number, and reason for adjustment. Routes adjustment ticket ledgers and other records to other workers for posting of correct data. May answer mail and telephone inquiries concerning discrepancies in hospital accounts. May keep records of patients transferred from inpatient to outpatient status. May prepare charge tickets for blood received from hospital blood bank or for other special services.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, admitting forms, billing statements, ledgers, typewriters.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in bookkeeping required.

Usually requires 1 year of prior bookkeeping experience.

One month's on-the-job training is required.

### WORKER TRAITS

*Aptitudes:* Numerical ability required to verify accuracy of calculation by computation and to calculate adjustments in charges.

Clerical perception required to detect errors in computation and posting.

*Interests:* A preference for routine activities which involve checking data in prescribed manner and filling out adjustment forms.

*Temperaments:* Practical by nature, since work duties performed are short-cycle, repetitive operations carried out according to standard procedures.

Detail-minded; computations and adjustments must be accurate.  
*Physical Demands and Working Conditions:* Work is sedentary.  
Reaches for and handles ledgers, statements, and other billing forms.  
Fingers keys of typewriter, adding machine, and calculating machine.  
Near-visual acuity required to read various record postings quickly and accurately.  
Works inside.

#### **JOB RELATIONSHIPS**

*Workers supervised:* None.  
*Supervised by:* BUSINESS OFFICE MANAGER or ACCOUNTANT.  
*Promotion from:* No formal line of promotion. May be promoted from BOOKKEEPER.  
*Promotion to:* No formal line of promotion.

#### **PROFESSIONAL AFFILIATIONS**

Hospital Financial Management Association  
840 North Lake Shore Drive  
Chicago, Ill. 60611

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## BOOKKEEPER

### JOB DUTIES

Maintains a complete and systematic set of records of all financial transactions of hospital:

Records details of hospital financial transactions in appropriate journals and subsidiary ledgers from sources such as charge slips, requisitions, and payroll records. Summarizes and balances entries recorded in individual journals and ledgers, and transfers data to general ledger. Prepares financial statements, income statements, and cost reports to reflect financial condition of hospital. Traces errors and records adjustment to correct charges or credits posted to incorrect accounts. Compiles financial data from various accounts and ledgers, and records summaries in standard format to reflect profits and losses of hospital operations.

Computes and records cash receipt summaries. Reconciles canceled payroll and accounts payable checks with bank statements and verifies bank balance with statements. May prepare withholding, social security, and tax returns. May operate bookkeeping and calculating machines. May supervise and train new business office employees. In smaller hospitals, worker may handle details of accounts receivable, accounts payable, and payroll.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, charge slips, ledgers, office supplies, typewriter.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation including courses in bookkeeping, accounting, business English, and mathematics required. Some employers may require additional courses in bookkeeping or accounting at the college level.

Usually 1 to 2 years' experience in accounting or bookkeeping is required. About 3 months' on-the-job training is required.

### WORKER TRAITS

*Aptitudes:* Verbal ability required to understand and apply principles and procedures of bookkeeping and accounting.

Numerical ability required to make arithmetic computations either with or without adding or calculating machines.

Clerical ability required to detect and avoid errors in posting figures between accounts.

*Motor coordination and finger dexterity required to operate typewriter and adding and calculating machines.*

*Interests:* Preference for work involving routine, concrete duties, for posting and computing figures and preparing financial statements following standard methods and procedures.

*Temperaments:* Worker needs disposition to perform duties in accordance with standard, well-defined work procedures.

Strict adherence to detail; worker must meet rigid standards of accuracy in computations and calculations to limits of 1 cent.

*Physical Demands and Working Conditions:* Work is sedentary.

Reaching, handling, and fingering required in posting on ledgers, filing financial data, and using typewriter and calculating machine.

Near-visual acuity and accommodation required in posting figures which are transferred from one ledger to another and in comparing figures on statements and invoices with those in ledgers.

Works inside.

### **JOB RELATIONSHIPS**

*Workers supervised:* Usually none. May supervise clerical assistants.

*Supervised by:* BUSINESS OFFICE MANAGER or ACCOUNTANT.

*Promotion from:* No formal line of promotion. May be promoted from INVOICE-CONTROL CLERK; ACCOUNTS-RECEIVABLE CLERK; or PAYROLL CLERK.

*Promotion to:* No formal line of promotion. May be promoted to ACCOUNTANT.

### **PROFESSIONAL AFFILIATIONS**

Hospital Financial Management Association  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## BUSINESS OFFICE MANAGER

manager, business office

### JOB DUTIES

Supervises and coordinates activities of personnel in the business office of a hospital:

Organizes office operations, such as typing, bookkeeping, preparation of payrolls, and other clerical services. Maintains sufficient flow of work by evaluating office production and revising procedures accordingly. Directs supervisors responsible for other clerical and administrative functions. Standardizes office procedures and initiates policy and procedural changes. Directs department operations to prepare and retain records, files, and reports in accordance with hospital standards. Plans office layouts, requisitions office supplies and equipment, and initiates cost reduction programs. Reviews clerical and personnel records to insure completeness, accuracy, and timeliness. Coordinates activities with those of other departments. Prepares activity reports to help guide management. May participate in budget preparation.

Interviews and hires new business office employees and assigns them to various section of the Financial Management Department. May arrange on-the-job training for new employees. Conducts periodic staff meetings to inform staff of changes in policies and procedures. In some hospitals the duties of MANAGER, CREDIT AND COLLECTION are combined with this job.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Accounting records, work schedules.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a recognized college or university with a degree in business or hospital administration is required.

Two years' experience in office management, preferably in a hospital or similar institution, is required.

Usually requires 3 to 6 months' on-the-job training.

### WORKER TRAITS

**Aptitudes:** Verbal ability required to interpret and explain hospital business policies to employees and staff members.

Numerical ability required to prepare activity reports and determine accuracy of numerical work of employees.

*Interests:* A preference for prestigious activities, to direct all business activities within a hospital and to schedule, assign, and review work of subordinates.

*Temperaments:* Worker must have ability to plan, control, and direct all activities of the business office.

Tact required to deal effectively with subordinates, employees, and other staff members in carrying out functions of the business office.

Clear thinking required to make judgmental decisions in initiating business office policy and procedural changes.

*Physical Demands and Working Conditions:* Work is sedentary.

Reaches for and handles various hospital documents and forms.

Talking and hearing important to communicate effectively with business office personnel.

Near-visual acuity required in reviewing work of subordinates and in preparing statistical reports.

Works inside. Worker usually has own office.

### **JOB RELATIONSHIPS**

*Workers supervised:* BOOKKEEPER; AUDIT CLERK; CASHIER; ACCOUNTS-RECEIVABLE CLERK; INVOICE-CONTROL CLERK; ACCOUNTING CLERK; PAYROLL CLERK. May supervise INSURANCE CLERK and COLLECTION CLERK.

*Supervised by:* CONTROLLER.

*Promotion from:* No formal line of promotion.

*Promotion to:* No formal line of promotion. May be promoted to CONTROLLER.

### **PROFESSIONAL AFFILIATIONS**

Hospital Financial Management Association  
840 North Lake Shore Drive  
Chicago, Ill. 60611

**CASHIER****JOB DUTIES**

Receives payments from patients for hospital and medical services rendered, and records amount received; stores personal articles of patients admitted to the hospital:

Examines charge or credit slips to detect errors on charges posted to individual accounts. Corrects errors as necessary. Computes and totals bills using adding machine or cash register. Explains charges and answers questions concerning accounts. Receives payments in full from patients being discharged, by cash or check, and issues receipt for amount received. Attaches copy of receipt to patient's ledger card and files. Keeps record of all payments received. Refers patient to credit department when he cannot make payment for full amount. Signs discharge slip for patients whose accounts have been paid in full. Takes in partial payments from individuals and insurance companies which have been mailed; writes and forwards receipts. Answer telephone inquiries concerning patient account balances.

Totals moneys received on cash register, and verifies total with cash on hand. Reconciles totals if errors are found. Counts and packages money. May prepare bank deposits. Prepares reports of daily transactions and forwards cash, receipts, and other records to accounting section.

May disburse petty cash, make change, and cash checks for patients and employees.

Takes in articles from patients such as watches, rings, and other personal items for safekeeping and issues receipts; writes patient's name on envelope, places items inside, and stores envelope in safe. Returns articles to patient at time of discharge.

Depending on size of hospital, may specialize in duties involving inpatients, outpatients, or outpatients who are former patients.

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Adding machine, cash register, typewriter, ledgers, receipt, and office supplies.

**EDUCATION, TRAINING, AND EXPERIENCE**

High school graduation required. Courses in bookkeeping, accounting, and typing desirable.

Usually a minimum of 6 months' experience in cashiering is required. Some employers hire high school graduates without work experience if they have training in specific, desired courses.

Up to 2 months' on-the-job training in hospital procedures is usually provided by employers.

### WORKER TRAITS

*Aptitudes:* Verbal ability required to understand written records pertaining to hospital charges and to discuss them with patients.

Numerical ability required to understand pertinent detail in tabular form, and to avoid perceptual errors in arithmetic computations.

*Interests:* A preference for activities involving business contacts, in order to carry out cashiering duties.

A preference for routine, concrete, and organized activities, to operate cash register.

*Temperaments:* Ability to adjust to situations involving repetitive and short-cycle operations, performed to set standards and procedures in receiving payments, issuing receipts, and balancing cash.

Adaptable to dealing with the public in accepting funds and explaining details of charges and credits.

*Physical Demands and Working Conditions:* Work is light.

Frequently handles and fingers hospitals records, correspondence, currency, typewriter, cash register keyboard, and other office equipment.

Near-visual acuity required to read and compute patient accounts.

Works inside.

### JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* BUSINESS OFFICE MANAGER or ACCOUNTANT.

*Promotion from:* No formal line of promotion.

*Promotion to:* No formal line of promotion. Promotion may be through the addition of supervisory duties.

### PROFESSIONAL AFFILIATIONS

None.

## **TUMBLER OPERATOR**

**drier operator  
fluff-dry folder**

### **JOB DUTIES**

Tends a battery of tumblers, either steam or electrically heated, that dry and fluff washed articles, preparatory to folding:

Transfers partially dried, presorted articles from carts or sorting table, and places in cylinders of tumblers. Closes and locks doors and starts tumblers. Sets timer for drying cycle, according to type of article being dried. Loads and starts tumblers in sequence, estimating drying time for each, to regulate sequence for unloading and maintaining flow of work to finishing section workers. Observes temperature and pressure gages on equipment to ascertain specified readings and notifies supervisor of deviations and machine malfunctioning. Opens tumbler door at completion of drying cycle, feels articles to determine dryness, and reruns articles, if necessary, to insure complete dryness.

Unloads tumblers and dumps dried articles into designated carts for sorting and folding. Folds and stacks articles that do not need further finishing.

May segregate articles for ironing. May fold and stack articles such as towels and wash cloths. May truck laundry to and from tumblers. Cleans lint traps, and keeps entire area, including outside of dry tumblers and motors, free from lint.

Assists and rotates with other workers in department.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Tumblers of various sizes, laundry carts.

### **EDUCATION, TRAINING, AND EXPERIENCE**

Grammar school education, with ability to follow oral and written instructions.

No experience required.

Up to 3 weeks' on-the-job training is satisfactory.

### **WORKER TRAITS**

**Aptitudes:** Motor coordination and manual dexterity are required to load and unload tumblers quickly to maintain a flow of work for continuous production.

Some color vision is required to sort colored garments from whites.

*Interests:* A preference for routine activities dealing with loading and unloading machines.

*Temperaments:* Adapted to repetitive type duties of loading and unloading machines and sorting articles for next laundry operation.

*Physical Demands and Working Conditions:* Work is heavy. Considerable walking, lifting, pushing, and pulling is involved in transferring wet and dry articles from one work station to another.

Handling and fingering articles to detect dampness and for sorting operations.

Works inside. The area is noisy, humid, and wet from steam.

### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* FOREMAN, FINISHING or LAUNDRY MANAGER.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* EXTRACTOR MAN or WASHMAN.

### **PROFESSIONAL AFFILIATIONS**

None.

## **WASHMAN**

### **JOB DUTIES**

Tends one or more machines to wash hospital articles, such as garments, bed and table linens, blankets, curtains, and draperies:

Loads preweighed articles requiring identical treatment into washing machines. Closes doors, turns valves to admit water of specified temperature to predetermined levels, and starts machine. Adds soaps, detergents, bleaches and/or washing solutions through trough, as required, during various washing cycles. Repeats draining of sudsy water, adding of soaps, detergents, bleaches, and washing solutions, and refilling of washers with hot, cold, or lukewarm water to rinse laundry as required to result in a clean and sanitary wash.

Observes machine-movement indicator to insure turning of washwheels in alternate directions to avoid tangling of articles. Opens doors and unloads, or directs workers to unload, washer.

Performs specialized operations, such as washing articles from the isolation ward separately, sterilizing items, and spot-cleaning to remove heavy stains. Reports breakdowns or malfunctions of machines to WASHROOM FOREMAN.

May load washed articles into extractor for damp-drying. May tend washer-extractor that washes, rinses, and semidries articles. May clean work area and machines.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Washers, automatic or semiautomatic, single and double washwheels, top or front loading.

### **EDUCATION, TRAINING, AND EXPERIENCE**

Grammar school education, with ability to follow oral and written instructions.

No previous experience required.

Up to 30 days' on-the-job training to become familiar with washing routine and equipment operation.

### **WORKER TRAITS**

*Aptitudes:* Motor coordination and manual dexterity are required to load and unload machines rapidly to maintain flow of work to finishing section.

*Interests:* A preference for routine activities dealing with washing machine operation, tending water gages and switches.

*Temperaments:* Ability to follow specific instructions for mixing and using washing agents and equipment to insure clean, sanitary wash.

*Physical Demands and Working Conditions:* Work is heavy.

Pushing and pulling of laundry carts. Carrying up to 60 pounds of laundry.

Walking and standing when tending washers.

Reaching and handling when loading and unloading machines.

Works inside. Area is noisy, warm, and humid, and floors may be slippery when wet.

### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* WASHROOM FOREMAN.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* WASHROOM FOREMAN.

### **PROFESSIONAL AFFILIATIONS**

National Association of Institutional Laundry Managers

P.O. Box 11486

Philadelphia, Pa. 19111

## **WASHROOM FOREMAN**

**chief washman**

### **JOB DUTIES**

Supervises and coordinates activities of workers engaged in sorting and washing soiled linens, garments, drapes, and other hospital articles in electrically powered machines and extracting excess water to prepare them for the finishing operations:

Plans, in cooperation with **LAUNDRY MANAGER**, wash schedule and priorities, and assigns workers to duties, such as collecting soiled laundry from laundry chute areas, weighing and sorting laundry, and washing and extracting. Trains new workers in use of supplies and equipment by demonstrating use, explaining operating techniques, and assisting in actual operations.

Sorts, or directs workers to segregate, laundry according to volume, degree of stain or soil, and types of articles. Places heavily stained articles in cart for prewashing. Manually loads articles into washer or washwheel until machine is loaded to designated capacity. Sets water-level control and turns valve to admit water heated to a degree intended to reduce soil and infectious bacteria. Closes washer doors and starts machine. Adds soaps, detergents, bleach, and/or bluing through trough, according to treatment required for wash. Drains sudsy water, admits clean water after each washing cycle, and rerinses as required, adding specified washing chemicals to each step, as necessary.

Assists workers in loading and unloading washers and extractors. Observes and listens to operation of machines and makes minor adjustments, or reports malfunctioning to **LAUNDRY MANAGER**. Keeps records of total weight of wash processed each day for each hospital department, for budgetary charge purpose.

Inspects wash at various stages of processing for cleanliness, advises workers or recommends changes in washing and rinsing procedures to effect a clean and sanitary wash.

Is responsible for isolation wash.

May shut down all equipment at end of daily operation.

Rotates workers within washroom or arranges for rotation with finishing section to relieve monotony and to maintain workflow.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Semiautomatic and automatic washers and extractors; laundry solutions, such as soaps, detergents, bleaches; logbook.

## EDUCATION, TRAINING, AND EXPERIENCE

Grammar school education, with ability to understand laundry procedures. Minimum of 1 year's experience as WASHMAN is required. One to 3 months' on-the-job training to become proficient in supervisory methods.

## WORKER TRAITS

*Aptitudes:* Verbal ability is necessary for discussing washing procedures and problems with supervisor and subordinates; for issuing instructions for successful performance of washroom workers in coordination with activities of other departments and laundry sections.

Some numerical ability is necessary for proper measuring of such laundry agents and chemicals as soaps, detergents, bleaches.

Form perception is necessary to discern stains, tears, and other discrepancies in laundry articles when sorting or determining type of washing treatment necessary.

Motor coordination and manual dexterity are necessary to coordinate eyes and hands rapidly; sort, load, unload, and tend machines; and add detergents and other chemical solutions to wash. Must move rapidly to maintain flow of work to finishing section.

*Interests:* A preference for activities of supervisory workers in the routine process of loading, tending, and unloading washers and extractors.

*Temperaments:* Ability to plan and direct activities of washing sections.

Ability to determine type of wash necessary for different stains, materials, and colors for clean and sanitary wash.

*Physical Demands and Working Conditions:* Work can be heavy. Standing and walking from washer to washer, checking machine operation, and observing performance of workers.

Stooping, crouching, turning, reaching for, and lifting, in the process of handling laundry and tending machines.

Talking and hearing for supervisory duties.

Near-visual acuity and color vision are required to detect stains, and sort by color.

Works inside. Area is hot, humid, and noisy. Subject to burns from hot equipment and water, and falls due to wet floors.

## JOB RELATIONSHIPS

*Workers supervised:* All workers assigned to washroom.

*Supervised by:* LAUNDRY MANAGER.

*Promotion from:* WASHMAN or EXTRACTOR MAN.

*Promotion to:* LAUNDRY MANAGER.

## PROFESSIONAL AFFILIATIONS

National Association of Institutional Laundry Managers  
P.O. Box 11486  
Philadelphia, Pa. 19111

## Definition of Worker Traits

### I. APTITUDES

Specific capacities and abilities required of an individual in order to learn or perform adequately a task or job duty.

- G INTELLIGENCE:** General learning ability. The ability to "catch on" or understand instructions and underlying principles. Ability to reason and make judgments. Closely related to doing well in school.
- V VERBAL:** Ability to understand meanings of words and ideas associated with them, and to use them effectively. To comprehend language, to understand relationships between words, and to understand meanings of whole sentences and paragraphs. To present information or ideas clearly.
- N NUMERICAL:** Ability to perform arithmetic operations quickly and accurately.
- S SPATIAL:** Ability to comprehend forms in space and understand relationships of plane and solid objects. May be used in such tasks as blueprint reading and in solving geometry problems. Frequently described as the ability to "visualize" objects of two or three dimensions, or to think visually of geometric forms.
- P FORM PERCEPTION:** Ability to perceive pertinent detail in objects or in pictorial or graphic material; to make visual comparisons and discriminations and see slight differences in shapes and shadings of figures and widths and lengths of lines.
- Q CLERICAL PERCEPTION:** Ability to perceive pertinent detail in verbal or tabular material. To observe differences in copy, to proofread words and numbers, and to avoid perceptual errors in arithmetic computation.
- K MOTOR COORDINATION:** Ability to coordinate eyes and hands or fingers rapidly and accurately in making precise movements with speed. Ability to make a movement response accurately and quickly.
- F FINGER DEXTERITY:** Ability to move the fingers and manipulate small objects with the fingers rapidly or accurately.

- M** **MANUAL DEXTERITY**: Ability to move the hands easily and skillfully. To work with the hands in placing and turning motions.
- E** **EYE-HAND-FOOT COORDINATION**: Ability to move the hand and foot coordinate with each other in accordance with visual stimuli.
- C** **COLOR DISCRIMINATION**: Ability to perceive or recognize similarities or differences in colors, or in shades or other values of the same color; to identify a particular color, or to recognize harmonious or contrasting color combinations, or to match colors accurately.

**Explanation of Levels:**

The digits indicate how much of each aptitude the job requires for satisfactory (average) performance. The average requirements, rather than maximum or minimum, are cited. The amount required is expressed in terms of equivalent amounts possessed by segments of the general working population.

The following scale is used:

1. The top 10 percent of the population. This segment of the population possesses an extremely high degree of the aptitude.
2. The highest third exclusive of the top 10 percent of the population. This segment of the population possesses an above average or high degree of the aptitude.
3. The middle third of the population. This segment of the population possesses a medium degree of the aptitude, ranging from slightly below to slightly above average.
4. The lowest third exclusive of the bottom 10 percent of the population. This segment of the population possesses a below average or low degree of the aptitude.
5. The lowest 10 percent of the population. This segment of the population possesses a negligible degree of the aptitude.

**Significant Aptitudes:**

Certain aptitudes appear in boldface type on the qualifications profiles for the worker trait groups. These aptitudes are considered to be occupationally significant for the specific group; i.e., essential for average successful job performance. All boldface aptitudes are not necessarily required of a worker for each individual job within a worker trait group, but some combination of them is essential in every case.

## II. INTERESTS

Preferences for certain types of work activities or experiences, with accompanying rejection of contrary types of activities or experiences. Five pairs of interest factors are provided so that a positive preference for one factor of a pair also implies rejection of the other factor of that pair.

1. Situations involving a preference for activities dealing with things and objects.
2. Situations involving a preference for activities involving business contact with people.
3. Situations involving a preference for activities of a routine, concrete, organized nature.
4. Situations involving a preference for working for people for their presumed good, as in the social welfare sense, or for dealing with people and language in social situations.
5. Situations involving a preference for activities resulting in prestige or the esteem of others.
6. Situations involving a preference for activities concerned with people and the communication of ideas.
7. Situations involving a preference for activities of a scientific and technical nature.
8. Situations involving a preference for activities of an abstract and creative nature.
9. Situations involving a preference for activities that are nonsocial in nature, and are carried on in relation to processes, machines, and techniques.
10. Situations involving a preference for activities resulting in tangible, productive satisfaction.

## III. TEMPERAMENTS

Different types of occupational situations to which workers must adjust.

1. Situations involving a variety of duties often characterized by frequent change.
2. Situations involving repetitive or short-cycle operation carried out according to set procedures or sequences.
3. Situations involving doing things only under specific instruction, allowing little or no room for independent action or judgment in working out job problems.

4. Situations involving the direction, control, and planning of an entire activity or the activities of others.
5. Situations involving the necessity of dealing with people in actual job duties beyond giving and receiving instructions.
6. Situations involving working alone and apart in physical isolation from others, although the activity may be integrated with that of others.
7. Situations involving influencing people in their opinions, attitudes, or judgments about ideas or things.
8. Situations involving performing adequately under stress when confronted with the critical or unexpected or when taking risks.
9. Situations involving the evaluation (arriving at generalizations, judgments, or decisions) of information against sensory or judgmental criteria.
10. Situations involving the evaluation (arriving at generalizations, judgments, or decisions) of information against measurable or verifiable criteria.
- X. Situations involving the interpretation of feelings, ideas, or facts in terms of personal viewpoint.
- Y. Situations involving the precise attainment of set limits, tolerances, or standards.

#### **IV. PHYSICAL DEMANDS**

Physical demands are those physical activities required of a worker in a job.

The physical demands referred to in this volume serve as a means of expressing both the physical requirements of the job and the physical capacities (specific physical traits) a worker must have to meet the requirements. For example, "seeing" is the name of a physical demand required by many jobs (perceiving by the sense of vision), and also the name of a specific capacity possessed by many people (having the power of sight). The worker must possess physical capacities at least in an amount equal to the physical demands made by the job.

##### **The Factors:**

**1. Lifting, Carrying, Pushing, and/or Pulling (Strength).** These are the primary "strength" physical requirements, and generally speaking, a person who engages in one of these activities can engage in all. Specifically, each of these activities can be described as:

(1) **Lifting:** Raising or lowering an object from one level to another (includes upward pulling).

(2) **Carrying:** Transporting an object, usually holding it in the hands or arms or on the shoulder.

(3) **Pushing:** Exerting force upon an object so that the object moves away from the force (includes slapping, striking, kicking, and treadle actions).

(4) **Pulling:** Exerting force upon an object so that the object moves toward the force (includes jerking).

The five degrees of Physical Demands Factor No. 1 (Lifting, Carrying, Pushing, and/or Pulling), are as follows:

**S Sedentary Work**

Lifting 10 pounds maximum and occasionally lifting and/or carrying such articles as dockets, ledgers, and small tools. Although a sedentary job is defined as one which involves sitting, a certain amount of walking and standing is often necessary in carrying out job duties. Jobs are sedentary if walking and standing are required only occasionally and other sedentary criteria are met.

**I. Light Work**

Lifting 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds. Even though the weight lifted may be only a negligible amount, a job is in this category when it requires walking or standing to a significant degree, or when it involves sitting most of the time with a degree of pushing and pulling of arm and/or leg controls.

**M Medium Work**

Lifting 50 pounds maximum with frequent lifting and/or carrying of objects weighing up to 25 pounds.

**H Heavy Work**

Lifting 100 pounds maximum with frequent lifting and/or carrying of objects weighing up to 50 pounds.

**V Very Heavy Work**

Lifting objects in excess of 100 pounds with frequent lifting and/or carrying of objects weighing 50 pounds or more.

**2. Climbing and/or Balancing:**

(1) **Climbing:** Ascending or descending ladders, stairs, scaffolding, ramps, poles, ropes, and the like, using the feet and legs and/or hands and arms.

(2) **Balancing:** Maintaining body equilibrium to prevent falling when walking, standing, crouching, or running on narrow, slippery, or erratically moving surfaces; or maintaining body equilibrium when performing gymnastic feats.

**3. Stooping, Kneeling, Crouching, and/or Crawling:**

(1) **Stooping:** Bending the body downward and forward by bending the spine at the waist.

(2) **Kneeling:** Bending the legs at the knees to come to rest on the knee or knees.

(3) **Crouching:** Bending the body downward and forward by bending the legs and spine.

(4) **Crawling:** Moving about on the hands and knees or hands and feet.

**4. Reaching, Handling, Fingering, and/or Feeling:**

(1) **Reaching:** Extending the hands and arms in any direction.

(2) **Handling:** Seizing, holding, grasping, turning, or otherwise working with the hand or hands (fingering not involved).

(3) **Fingering:** Picking, pinching, or otherwise working with the fingers primarily (rather than with the whole hand or arm as in handling).

(4) **Feeling:** Perceiving such attributes of objects and materials as size, shape, temperature, or texture, by means of receptors in the skin, particularly those of the finger tips.

**5. Talking and/or Hearing:**

(1) **Talking:** Expressing or exchanging ideas by means of the spoken word.

(2) **Hearing:** Perceiving the nature of sounds by the ear.

**6. Seeing:**

Obtaining impressions through the eyes of the shape, size, distance, motion, color, or other characteristics of objects. The major visual functions are: (1) acuity, far and near, (2) depth perception, (3) field of vision, (4) accommodation, (5) color vision. The functions are defined as follows:

(1) **Acuity, far**—clarity of vision at 20 feet or more. **Acuity, near**—clarity of vision at 20 inches or less.

(2) **Depth perception**—three dimensional vision. The ability to judge distance and space relationships so as to see objects where and as they actually are.

(3) **Field of vision**—the area that can be seen up and down or to the right or left while the eyes are fixed on a given point.

(4) **Accommodation**—adjustment of the lens of the eye to bring an object into sharp focus. This item is especially important when doing near-point work at varying distances from the eye.

(5) **Color vision**—the ability to identify and distinguish colors.

## V. WORKING CONDITIONS

Working conditions are the physical surroundings of a worker in a specific job.

### 1. Inside, Outside, or Both:

I Inside: Protection from weather conditions but not necessarily from temperature changes.

O Outside: No effective protection from weather.

B Both: Inside and outside.

A job is considered "inside" if the worker spends approximately 75 percent or more of his time inside, and "outside" if he spends approximately 75 percent or more of his time outside. A job is considered "both" if the activities occur inside or outside in approximately equal amounts.

### 2. Extremes of Cold Plus Temperature Changes:

(1) Extremes of Cold: Temperature sufficiently low to cause marked bodily discomfort unless the worker is provided with exceptional protection.

(2) Temperature Changes: Variations in temperature which are sufficiently marked and abrupt to cause noticeable bodily reactions.

### 3. Extremes of Heat Plus Temperature Changes:

(1) Extremes of Heat: Temperature sufficiently high to cause marked bodily discomfort unless the worker is provided with exceptional protection.

(2) Temperature Changes: Same as 2 (2).

### 4. Wet and Humid:

(1) Wet: Contact with water or other liquids.

(2) Humid: Atmospheric condition with moisture content sufficiently high to cause marked bodily discomfort.

### 5. Noise and Vibration:

Sufficient noise, either constant or intermittent, to cause marked distraction or possible injury to the sense of hearing and/or sufficient vibration (production of an oscillating movement or strain on the body or its extremities from repeated motion or shock) to cause bodily harm if endured day after day.

### 6. Hazards:

Situations in which the individual is exposed to the definite risk of bodily injury.

### 7. Fumes, Odors, Toxic Conditions, Dust, and Poor Ventilation:

(1) Fumes: Smoky or vaporous exhalations, usually odorous, thrown off as the result of combustion or chemical reaction.

- (2) Odors: Noxious smells, either toxic or nontoxic.
- (3) Toxic Conditions: Exposure to toxic dust, fumes, gases, vapors, mists, or liquids which cause general or localized disabling conditions as a result of inhalation or action on the skin.
- (4) Dust: Air filled with small particles of any kind, such as textile dust, flour, wood, leather, feathers, and inorganic dust, including silica and asbestos, which make the workplace unpleasant or are the source of occupational diseases.
- (5) Poor Ventilation: Insufficient movement of air causing a feeling of suffocation; or exposure to drafts.

## Instructions for the Preparation of Inhouse Job Descriptions

As existing health-service jobs change and new jobs come into being, hospitals and other institutions will need to revise their job descriptions.

Many who will be involved in this activity will not be familiar with formal job-analysis techniques. The following instructions have been prepared to provide the necessary guidelines to prepare and revise their own job descriptions.

In discussing the collection of occupational information (job analysis) and the writing of job descriptions, these instructions use the descriptive format which appears in this volume of *Job Descriptions and Organizational Analysis for Hospitals and Related Health Services, 1970 Edition, Revised*.

Job descriptions appearing in this volume are "composites," reflecting a number of job analyses made in various localities. It is not likely that any job description in this volume will coincide exactly with a job in a specific institution. In order to make the descriptions fit particular jobs, it will be necessary to change, add to, or delete from the composite description. New descriptions written for use in any specific institution can be more detailed and specific than the composites appearing in this volume.

Producing an acceptable, meaningful job description involves four major steps. These are: (1) obtaining all pertinent information about the job, (2) recording this information, (3) preparing a working job description, and (4) verifying this draft with the worker, his supervisor, or other persons familiar with the job and its relationship to the total organization. This last step is necessary to insure that the description is accurate and complete.

Each of these steps involves considerable writing—from taking notes during the job analysis interview to writing the final job description. In formal job analyses this writing is often referred to as "technical" writing. It is intended for readers with considerable expertise in the subject and justifiably contains technical terms familiar only to a selected audience.

Such technical writing has no place in a job description which is technical in only three respects: (1) job descriptions frequently mention technical processes and equipment; (2) be-

cause each description must compress much information into comparatively few words, each word must be well chosen and the format for presentation carefully followed; and (3) some of the words used, although generally part of the average vocabulary, have additional (not necessarily different) meanings arbitrarily assigned to make them universally understandable.

For example, the lifting involved in "light" work is open to reasonable differences of interpretation. What is "light" work to a 200-pound stevedore is something else to a high school girl, and still different to a middle-aged office worker. To make this and other commonly used terms meaningful in describing jobs, arbitrary definitions have been provided to which both the writer and reader must adhere. For example, "light" work is defined as "lifting 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds" (see page 701).

With these points in mind as the following instructions are studied, preparing and revising job descriptions will be greatly simplified.

Should additional information or assistance be needed, contact the nearest State employment service office.

#### **PURPOSE OF JOB DESCRIPTIONS**

1. **Recruitment and Placement**—Job descriptions provide ready information about job requirements and qualities required in workers to fill specific jobs. Job descriptions serve as a guide in bringing together the right worker and the right job.
2. **Employee Evaluation**—Job descriptions provide personnel officers with an objective means of evaluating employee performance on the job.
3. **Better Utilization of Workers**—Job descriptions provide information for combining jobs or reallocating tasks for greater efficiency.
4. **Labor Relations**—Job descriptions provide a clear statement of duties and responsibilities. They serve as a basis of common understanding between workers and management.

#### **WHAT IS A JOB DESCRIPTION?**

1. A job description is an accurate, up-to-date record of all pertinent information about a job as performed in a given organization or department. It must be qualified as "accurate" for obvious reasons; however, many job descriptions do not reflect

a job as it is actually performed, but rather as management or the worker thinks it should be performed. It is important to realize that many employees and even supervisors tend to exaggerate the complexity of a job. Others may oversimplify a job in describing it, leaving out important steps which are obvious only to them. The job description must also be qualified as "up-to-date" to underscore the importance of keeping job descriptions current at all times. An obsolete job description is no better than one that was inaccurate to begin with.

2. Job descriptions in this volume have six main sections with various subsections:

**JOB DUTIES**

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

**EDUCATION, TRAINING, AND EXPERIENCE**

**WORKER TRAITS**

**JOB RELATIONSHIPS**

**PROFESSIONAL AFFILIATIONS**

**OBSERVATION INTERVIEW**

The most effective job-analysis technique involves observing workers performing their jobs and interviewing workers, supervisors, and others familiar with the job. It is effective because it: (1) involves firsthand observation by the interviewer; (2) enables the interviewer to evaluate data and sift essential from nonessential facts in terms of that observation; and (3) permits the worker to communicate facts about the job.

The interviewer uses this method in one of two ways:

1. He may observe the worker on the job performing a complete work cycle before asking any questions. During the observation he takes notes and indicates those job activities which he does not fully understand. When he feels that he has as much information as can be obtained from observation, he talks with the worker, his supervisor, or both, to supplement his notes.

2. He may observe and interview the worker simultaneously. As he watches, he talks with the worker about what he is doing, asking questions about what is being done, other factors being

observed, as well as conditions under which the job is being performed. Here, too, the interviewer should take notes.

### THE INTERVIEW

The purpose of the interview is to obtain all the facts necessary for the job descriptions. The method is subjective since it involves a conversation between individuals. The interviewer must be more than a recording device. The amount, validity, and usefulness of the information he receives depends on how much he contributes to the conversation and how he interprets the information received.

From the technical viewpoint, the interviewer should become familiar with the technologies and jobs he will encounter. Sources of information which may be helpful include:

- (a) Library: Books, periodicals, or other literature concerning the particular occupational area to be studied.
- (b) Department in which analyses are to be made: Organizational charts, flowcharts, process descriptions, and catalogs.
- (c) Trade associations, professional societies, trade unions, and similar organizations: Job descriptions, technical literature, and consultations with experts.

Preparation will help gain the respect and cooperation of workers. It enables the interviewer to talk with workers in their own language and eliminates questions on elementary points.

The interviewer must also be able to cope with the interviewee as a person, establish friendly relations at short notice, extract all pertinent information, and yet be sufficiently detached to be objective. He must also try to obtain all pertinent information the first time, or the worker or his supervisor will have to be reinterviewed.

#### Opening the Interview

1. Be at ease and put the worker at ease. Learn his name in advance and introduce yourself. Discuss general and pleasant topics long enough to establish rapport.
2. Make the purpose of the interview clear. Tell the worker why the interview was scheduled and what is expected to be accomplished. Assure him that the analysis is not concerned with time-study or wages, if this is so.
3. Encourage the worker to talk. Be courteous and show a sincere interest in what he says.

**Steering the Interview**

1. Phrase questions carefully so that the worker must answer with more than "yes" or "no." Do not ask leading questions.
2. Conduct the interview in language understood by the worker. Do not exhibit impatience if the worker is nervous or ill at ease.
3. Let the worker talk. Ask one question at a time and allow him enough time to answer it.
4. Secure specific and complete information regarding (a) what the worker does, (b) what gets done, and (c) what the worker uses in performing his work, such as materials, machines, tools, equipment, work aids, or the knowledge or subject matter he is dealing with. Obtain information about the job requirements; for example, the physical demands, working conditions, and specific knowledge on which the worker's decisions are based.
5. Encourage the worker to think and talk according to the logical sequence of duties performed. If the duties are not performed in a regular order, ask him to describe the duties in a functional manner with the most important activity first, the next most important activity second, and so on. Ask the worker to describe infrequent duties that are not part of his regular activities. However, infrequently performed duties do not include such activities as taking an annual inventory in which all or most of the employees assist.
6. Avoid letting the worker stray from the subject. A good technique is to summarize the data collected up to that point.
7. Consider the relationship of the job under analysis to other jobs in the department.

**Closing the Interview**

1. Summarize the information obtained from the worker and indicate the major duties performed and the details concerning each of the duties.
2. Close the interview on a friendly note.

**Additional Suggestions**

1. Talk to the worker only with the permission of his supervisor.
2. Be polite and courteous throughout the interview.
3. Do not "talk down" to the worker.

4. Do not take issue with the worker's statements.
5. Show an impersonal attitude. Do not be critical or attempt to suggest any changes or improvements in organization or method of work.
6. Do not show any partiality to grievances or conflicts concerning employer-employee relations.
7. Do not discuss wage classification of the job.
8. Verify job data, especially technical or trade terminology, with the supervisor or department head. Verify completed analysis with the proper official.

#### Taking Notes

Note-taking should be kept to a minimum, and should contain only the data needed to prepare acceptable job descriptions. The note-taker must develop a certain skill in combining this activity with the conversation. He must be able to write intelligible notes during the interview.

Some people object to a record of what they say. The interviewer must decide how much the interview may be affected by this attitude and modify his practice accordingly. If notes are to be taken, do not try to conceal this fact. Taking notes can increase the worker's confidence by emphasizing the importance of the situation, if the interviewer can determine what the worker considers important and makes notes accordingly.

#### PREPARING THE JOB DESCRIPTION

The completed interview and note-taking form the basis for formulating a complete job description. Most personnel offices have developed forms available for such purposes as recruitment, interviewing prospective employees, employee evaluation, and describing job duties and responsibilities.

Such already available forms with space for listing duties, requirements, responsibilities, and other pertinent information about jobs may be adequate for the job at hand in a particular establishment. However, these instructions are directed at establishments without previously developed formats to use in preparing a satisfactory job description, for current, new, or changing jobs.

This section has been organized to parallel the job descriptions in this publication. A quick look at the "Nature of the Volume" on pages 1 through 10 will give clues as to "what"

has been included in each of the breakdowns of the job descriptions. A study of the Department Description, Organization Chart, and Job Descriptions for the department in which the job is to be studied will also help the interviewer determine where the job belongs according to the lines of supervision, and in relation to other jobs in that department. The Job Descriptions themselves serve as examples of how to prepare each section of the description of the new or changing job.

#### **Job Duties**

The Job Duties section describes in detail what the worker does, why it is done, and the means he uses to accomplish this. This section is not intended to be a time-motion study; however, sentences should be concise and the job covered in detail—detail in this instance meaning that all the tasks should be included. Avoid lengthy, involved sentences which confuse the reader.

This section should begin with a statement that summarizes the duties of the job. When possible, present the job duties in logical sequence. Where no particular sequence exists, the narrative can be divided according to area of responsibility. For example, a physical therapist massages patients, directs therapeutic exercise, and applies hydrotherapy and electrotherapy. These major tasks—massage, therapeutic exercise, hydrotherapy and electrotherapy—may be used as headings under which the specific tasks included in each area are listed and expanded. The interviewer should study the work performed in the execution of these tasks. Under the headings, sufficient data should be listed to explain the methods and techniques involved.

#### **Machines, Tools, Equipment, and Work Aids**

These items, which the worker uses, or with which he works, are listed in this section. If any are uncommon or have an unusual application in the job, they should be described or defined.

#### **Education, Training, and Experience**

The worker interviewed during the preparation of a job description may have little knowledge of the qualification requirements of the job. The worker's supervisor or personnel officer should be consulted for this information.

1. *Education:* Nearly all jobs within a hospital require a specific amount or type of formal education. In obtaining and

recording this information, remember that educational requirements should be at a realistic level to insure adequate performance of the job being analyzed. In cases where the job involves promotional opportunity to more responsible positions, the qualifications of higher jobs can be taken into account in setting standards for the lower. However, artificially or unreasonably high educational requirements serve no purpose other than to attract overqualified applicants who soon resign for opportunities more in keeping with their capabilities. Despite the growing emphasis on advanced education, many thousands of jobs still do not require even a high school diploma for successful performance.

It is important to remember that the job is being analyzed—not the worker. Because the employee holding a particular job has a particular degree does not mean that such educational attainment is essential or even desirable in determining the qualifications needed.

For a few jobs, the educational requirements may be relatively low and can be recorded in terms of ability to speak, read, and write; performing simple arithmetic problems; or, following oral or written instructions. In some instances, particularly in jobs performed by physicians and nurses, the educational requirements are recorded as established by the accredited professional organization.

Some items to be considered regarding education are: Courses required; graduation from an accredited college; registration with a State Board; license or certificate; and range of education such as 1-2 years of high school, 2 years of college, or 1-2 years of vocational school.

*2. Training and Experience:* On-the-job training and experience qualifications usually required of an applicant are covered here. This may be a statement of training and experience the worker should have prior to hiring or it may be training given on the job. If the hospital offers formal inservice training, list applicable training courses and the amount of time required. Some hospitals follow the training and experience requirements established by accredited professional associations. In some instances, formal education may be substituted for training or experience.

Include here any licensure requirements. This means a license required by a professional organization such as those for therapists, certain technicians and many jobs in the laboratory; State or municipal licensing for nurses, and for some jobs in engineer-

ing and maintenance; and in some cases a license to drive a car or truck, if driving is a necessary part of the job.

#### Worker Traits

This section identifies those abilities, personal traits, and individual characteristics which the worker must possess in order to learn and perform successfully the duties of the particular job.

Worker traits consist of four components: Aptitudes, Interests, Temperaments, and Physical Demands and Working Conditions. Each of these components is made up of a number of factors. A listing and definition of each component and its factors are contained in the **DEFINITION OF WORKER TRAITS** to be found on pages 697 through 704 of this volume. A study of this section will signal the interviewer which factors should be considered while making the job analysis, both during the observation-interview and during the formulation of the complete job description. The interviewer has to make judgments concerning the factors to which the worker must adjust. The characteristics cited in this section should be supported by data in the Job Duties and explained in terms of what is actually required of the worker.

To assist in rating these factors as soon as they have been decided, it may be advisable to make preliminary notes of the significant factors when notes are being taken on other information about the job. The simplest and most meaningful method of presenting these factors is to describe them in narrative form.

1. *Aptitudes* are defined as specific capacities and abilities required of an individual to learn or perform adequately a task or job duty. Select those aptitudes which appear significant in the occupation and identify them in terms of specific work situations. They may be described singly or in combinations. Certain aptitudes can be identified through the physical actions which the worker performs to carry out the job tasks. Among them are: Motor Coordination, Finger Dexterity, Manual Dexterity, and Eye-Hand-Foot Coordination. Aptitudes such as Verbal, Numerical, Spatial, Form Perception, and Clerical Perception are identified by considering the decisions, visualizations, and other mental processes which the worker must undertake in order to accomplish the job. The factor of intelligence, however, need not be rated. Meaningful and descriptive statements for this factor are difficult to express in any exact terms.

2. *Interests* are defined as preferences for certain types of

work activities or experiences, with accompanying rejection of contrary types of activities or experiences. Five pairs of interest factors indicate that a preference for one factor of a pair also implies rejection of the other factor. Select and indicate those factors which the job requires and the worker must match if he is to perform satisfactorily. Insofar as interests are conducive to job success and satisfaction, it can be said that every job from the simplest dishwashing to the most complex scientific activity requires an interest pattern.

3. *Temperaments* are defined as different types of occupational situations to which the worker must adjust. Each work situation describes a type of activity that demands a different adjustment on the part of the individual worker. Select and indicate those factors which the job requires and the worker must match.

4. *Physical Demands and Working Conditions* are two separate units combined for brevity.

Physical Demands are the physical activities and sensory perceptions required of the worker in the job. In determining the physical demands of a given job, all necessary job requirements should be considered in terms of what the worker must do for satisfactory performance. If the job requires that the worker stand, sit, climb, and lift heavy objects; exercise the facilities of talking, hearing, seeing, or feeling; or engage in other similar activities, this should be stated clearly.

Other physical demands, such as the necessity of maintaining a constant work pace, or performing duties with unusual speed, may be included. On the other hand, it is not necessary to list a physical demand simply because the worker may be applying it to the work situation incidentally. For example, an administrative employee may reach or stoop occasionally during the course of the day, but it is not necessary to list this. Similarly, a worker provided with a chair may prefer to stand and may be observed doing so, but standing would not be listed as a job requirement. As in other aspects of job analysis, it is always the job that is described, not the worker.

Working Conditions are complementary to the Physical Demands unit. Describe the surroundings in which the job is performed and list any hazards inherent in the work. The information for this unit can usually be obtained from observation. At times, hazards may not be apparent. The worker or his supervisor should be questioned carefully to develop information for this section.

**Job Relationships**

This section shows the relationship of the job to others in the department. The information necessary for this section should be obtained from the worker's supervisor or the personnel officer. It can be broken down as follows:

Workers supervised and Supervised by—Indicate the lines of authority and the areas of responsibility for supervisory positions. Wherever possible, use the exact job titles used by the institution.

Promotion from and Promotion to—Show the job within the promotional hierarchy of the hospital organization, and indicate the promotional possibilities available to each individual. A job requiring little academic achievement or previous experience can be labeled "Entry Job." Again, wherever possible, use the exact job titles used in the hospital organization.

**Professional Organizations**

The interviewer can choose whether to include this section. For those jobs that require accreditation by a particular organization before hiring, it may be of value to list the name and address of that organization.

## Selected Occupational and Career Information Publications

The following publications, unless otherwise indicated, may be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Remittance in the form of check or money order payable to the Superintendent of Documents must accompany all orders. Do not send postage stamps.

1. *Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Service, 1965. The dictionary provides a standard reference for job definitions and occupational classification. Volume I, *Definitions of Titles*, 809 pp., \$5.00. Alphabetically lists over 35,500 different occupational titles. Defines and identifies by code number almost 22,000 separate occupations throughout the American economy. Volume II, *Occupational Classification and Industry Index*, 656 pp., \$4.25. Presents the occupational classification structure used by the U.S. Training and Employment Service, consisting of two arrangements of jobs. First arrangement groups jobs in numerical order according to some combination of work field, purpose, material, product, subject matter, generic term, and/or industry. Second arrangement groups jobs according to some combination of required general educational development, specific vocational preparation, aptitudes, interests, temperaments, and physical demands. Also lists all titles by industry.

2. *Selected Characteristics of Occupations (Physical Demands, Working Conditions, Training Time)*, A Supplement to the *Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Service, 1966, 280 pp., \$2.75. Lists individual physical demands, working conditions, and training time data for all jobs defined in the dictionary. The information provides additional source material for determining job relationships in such activities as vocational counseling, personnel and manpower activities, training, rehabilitation, and placement.

3. *Selected Characteristics of Occupations by Worker Traits and Physical Strength*, Supplement to the *Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Serv-

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ice, 1968, 156 pp., \$1.25. A rearrangement of the data contained in the first supplement. The data are presented by the worker trait groups contained in volume II of the dictionary. They are then subgrouped by level of strength required. The supplement will be useful in counseling and placement activities, and particularly useful in determining utilization, transfer, and placement possibilities for handicapped and aged workers.

4. *Suffix Codes for Jobs Defined in the Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Service, 1967, 264 pp., \$2.00. Provides a unique three-digit suffix code for each job title defined in the dictionary, thereby giving a numerical identification to such job titles within each six-digit dictionary code number. They are intended for statistical reporting and other activities where job titles cannot be used and identification is dependent upon numerical identification.

5. *Training Manual for the Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Service. Part A, *Instructor's Guide*, 1965, 23 pp., \$0.25. Provides a guide to instructions for initiating and conducting the self-training program covering the dictionary. Part B, *Trainee's Workbook*, 1965, 323 pp., \$1.75. A self-instructional text, presented in the form of a linear program covering the contents, structure, arrangement, and use of the dictionary.

6. *Job Guide for Young Workers*, 1969-70, 200 pp., \$1.50. Describes usual duties, characteristics of job, qualifications, employment prospects, advancement opportunities, and means to finding the job for 82 occupations.

7. *Handbook for Job Restructuring*, U.S. Training and Employment Service, 1970, 46 pp., \$0.55. A self-contained instructional and reference document designed to provide basic techniques and procedures for restructuring jobs and job systems. The methodology contained in this handbook is derived from a special adaptation of the job analysis concepts and techniques developed by the USTES over a 35-year period. Its application can assist in many programs and activities relating to better utilization of manpower resources and development of manpower potential.

8. *Occupational Analysis of Computers in Medical Sciences*, 1969, 90 pp., \$0.45. Describes 19 occupations relating to record-keeping and statistical operations in the medical field.

9. *Training and Reference Manual for Job Analysis*, U.S. Train-

ing and Employment Service, Interim Revision, May 1965, 91 pp., \$0.60. Presents the principles and practices for obtaining accurate information about jobs—the results of more than 30 years of investigation in job analysis. Concerns the uses of job analysis, job analysis methods, and the staffing schedule and job analysis planning report. Designed as an operation and reference text in any program requiring the collection and compilation of occupational information.

10. *Guide for Analyzing Jobs*, U.S. Training and Employment Service, 1963, 40 pp., \$0.25. A companion, pocket-sized workbook for the *Training and Reference Manual for Job Analysis*. Contains basic principles of job analysis in outline form, with explanation of each job analysis component. Helps the analyst determine what the worker does, why he does it, how he does it, and the skills involved in doing it.

11. *Vocational Education and Occupations*, U.S. Office of Education and the U.S. Training and Employment Service, 1969, 307 pp., \$2.25. A two-way conversion document that links occupations and their worker trait groups with vocational-technical education programs of State and local schools.

12. *Occupations in Electronic Computing Systems*, 1965, 72 pp., illus., \$0.30. Describes 23 different occupations peculiar to electronic computing. Gives the education, training, and characteristics required of the worker by the job and lists the physical activities and environmental conditions usually encountered. Also has a glossary of technical terms, a bibliography, and a listing of organizations, colleges, and universities where additional information about electronic computing systems may be obtained.

13. *Occupations in the Field of Library Science*, 1966, 57 pp., illus., \$0.30. Presents descriptive information about 22 occupations involved in library work, including education, training, experience, and the worker traits required.

14. *Occupations in the Care and Rehabilitation of the Mentally Retarded*, 1966, 76 pp., illus., \$0.35. Discusses the problems peculiar to the care and rehabilitation of those afflicted with mental retardation and describes 27 occupations involved in such care and rehabilitation.

15. *Selected Occupations Concerned With Atomic Energy*, 1961, 57 pp., illus., \$0.25. Presents information on 14 jobs in the peaceful applications of atomic energy; includes the worker trait requirements of these jobs.

16. *Technical Report on Occupations in Numerically Controlled Metal-Cutting Machining*, 1968, 91 pp., illus., \$0.45. Discusses the changes in these machining occupations due to the introduction and use of numerically controlled machine tools and some of the implications for the future; presents descriptions of 14 new and changed jobs and their changing requirements imposed by this new technology.
17. *Health Careers Guidebook*, 1965, 251 pp., illus. Written and designed to appeal to young people who are interested in planning a career in the health field. Describes more than 200 jobs in this field and contains information about education, training, and licensing requirements; job prospects; salaries and working conditions; personal qualifications required; and sources of additional information.\*\*
18. *Guide to Local Occupational Information*, 1969, 144 pp. Lists occupational guides issued by States; occupational guidance publications covering selected industries, fields, or special worker groups by State; and area occupational projection surveys of States.\*\*
19. *Technological Changes in Composing Room and Bindery Processes in the Printing and Publishing Industry*, 1964, 50 pp. Presents a preliminary picture of occupational and staffing changes brought about in composing room and bindery processes as a result of the introduction of automated equipment or technological innovations. A limited study, covering eight plants in a single geographical area, and therefore not necessarily representative of the industry as a whole.\*\*
20. *Developing Your Manpower*, 1969, 53 pp., \$0.60. A broad approach to good personnel practices. It suggests ideas on personnel planning, utilization, and stabilization procedures. Valuable for training and reference purposes in basic personnel management, motivation to consider manpower needs, goals, and situations, and for taking action toward resolving manpower problems.

21. *Suggestions for Control of Turnover and Absenteeism*, Revised 1971, —pp., \$0.00. Contains information concerning the ever-present problem of turnover and absenteeism. Analyzes costs, defines terms, and presents causes of and suggestions for control. Includes checklists and sample report forms.

\*\*A single copy, from a limited supply, is available upon request from the Manpower Administration, U.S. Department of Labor, Washington, D.C. 20210.

## Index of Job Descriptions

Main titles, which serve to identify the various job descriptions, are listed in boldface type, in all capital letters. Alternate titles, which are synonyms for main titles, appear in lowercase letters and lightface type. The department where the job is found follows in parentheses.

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## FOR MORE INFORMATION

For more information on manpower programs and services in your area, contact your Regional Manpower Administrator at the address listed below or the nearest office of your State employment service.

Location	States Served		
John F. Kennedy Fed. Bldg. Boston, Mass. 02208	Connecticut New Hampshire	Maine Rhode Island	Massachusetts Vermont
341 Ninth Avenue New York, N.Y. 10001	New Jersey Virgin Islands	New York	Puerto Rico
P.O. Box 8796 Philadelphia, Pa. 19101	Delaware Virginia	Maryland West Virginia	Pennsylvania
D.C. Manpower Administrator 14th and E Streets, NW. Washington, D.C. 20004	District of Columbia		
1371 Peachtree Street, NE. Atlanta, Ga. 30309	Alabama Kentucky South Carolina	Florida Mississippi Tennessee	Georgia North Carolina
219 South Dearborn Street Chicago, Ill. 60604	Illinois Minnesota	Indiana Ohio	Michigan Wisconsin
411 North Akard Street Dallas, Tex. 75201	Arkansas Oklahoma	Louisiana Texas	New Mexico
911 Walnut Street Kansas City, Mo. 64106	Iowa Nebraska	Kansas	Missouri
Federal Office Bldg. 1961 Stout Street Denver, Colo. 80202	Colorado South Dakota	Montana Utah	North Dakota Wyoming
450 Golden Gate Avenue San Francisco, Calif. 94102	Arizona Nevada Trust Territories	California American Samoa	Hawaii Guam
Arcade Plaza 1821 Second Avenue Seattle, Wash. 98104	Alaska Washington	Idaho	Oregon



## COLLECTION CLERK

credit assistant

### JOB DUTIES

Notifies former patients or their representatives of delinquent hospital accounts and attempts to obtain payment by means of telephone or mail:

Reviews delinquent accounts to ascertain such data as previous billing and collection actions taken, status and extent of insurance coverage, and number of payments delinquent. Mails collection letters and typed statements to former patients or their representatives requesting payments. Telephones individuals who have not responded to collection letters, to secure payment. Exercising discretion and judgment, makes new financial arrangements based on information received. May check credit rating of individual before arranging new credit plan. May interview hospital in-patients to make arrangements for payment on delinquent accounts. May arrange credit plans for patients being discharged from the hospital. Refers delinquent accounts to supervisor for further action when collection actions have proved unsuccessful.

Records the collection action taken on individual accounts, such as date collection letter was mailed, number of payments received, and new credit arrangements. Answers inquiries concerning credit and collection matters. May file claims in cases of bankruptcy and to estates of deceased patients for balance due hospital. Payments received are posted to patient's account.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Account records, office supplies, telephone.

### EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation including courses in business English, typing, and shorthand, required by most employers.

Experience in collection and clerical work required. Training in a hospital business office or business organization fills this requirement for some employers. Length of training in this case would vary from a few weeks to 1 year depending on the size of the hospital. An experienced worker would normally require 2 weeks' instruction by the supervisor to learn collection procedures prescribed by hospital policy.

### WORKER TRAITS

*Aptitudes:* Verbal ability is required in discussing financial and personal matters with patients or their representatives to be clearly understood.

Numerical ability is required in compiling or reviewing data relating to medical accounts and in figuring balances or making changes in credit arrangements.

Clerical ability is required to post data to accounting records accurately and keep accounts according to hospital policies and procedures.

*Interests:* A preference for dealing with people in business situations, requiring communication with individuals in collection matters.

*Temperaments:* Tact required for work situation that involves dealing with patients to secure payment of delinquent accounts, and evaluating of the individual's ability to pay, derived from information obtained either from patient or credit ratings.

The worker must have a sense of discipline to perform duties in accordance with prescribed collection methods and procedures, and hospital policy.

*Physical Demands and Working Conditions:* Work is sedentary.

Worker must be able to speak articulately and tactfully; speaking over the telephone to obtain information is an integral part of the job.

Good hearing is required to absorb critical information and instructions concerning accounts.

Near-visual acuity is necessary for constant review of patient records and correspondence.

Works inside.

#### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* MANAGER, CREDIT AND COLLECTIONS.

*Promotion from:* No formal line of promotion.

*Promotion to:* May be promoted to MANAGER, CREDIT AND COLLECTIONS.

#### **PROFESSIONAL AFFILIATIONS**

**Hospital Financial Management Association**  
840 North Lake Shore Drive  
Chicago, Ill. 60611

641129

## **HOSPITAL-ADMITTING CLERK**

**admitting clerk  
assistant admitting officer**

### **JOB DUTIES**

Interviews incoming patient or his representative, records information required for admission, and assigns patient to a room:

Interviews patient or his representative to obtain identifying information, such as patient's name, address, age, telephone number, and occupation; persons to notify in case of emergency; attending physician; and individual or insurance company responsible for payment of hospital bill. Types such information on admitting forms and obtains patient's or representative's signature. May prepare identification armband for patient. Explains hospital regulations relative to visiting hours, charges, and payment of bills. May store patient's valuables in hospital safe. Assigns patient to room or ward, based on nature of illness and type of accommodations available or requested. Escorts or arranges to have patient escorted to appropriate room. Routes admitting forms to appropriate department.

Maintains index of assigned and vacant beds. May prepare daily census reports of hospital patients. Receives requests for accommodations and makes necessary preadmission arrangements. May arrange for transfer of patients to other accommodations. May answer inquiries concerning condition of patient in accordance with regulations governing divulgence of such information. May perform routine typing and clerical duties. May compute bills of discharged patients and collect payments. May perform duties of CASHIER and RECEPTIONIST.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Admitting forms, typewriter.

### **EDUCATION, TRAINING, AND EXPERIENCE**

High school graduation with courses in English and typing required.

Some experience as a receptionist is preferred, however, most employers will accept an entry level applicant if he can type and shows an aptitude for clerical work.

One to 2 months' on-the-job training is usually required to attain adequate job proficiency.

**WORKER TRAITS**

*Aptitudes:* Verbal ability required to comprehend written instructions regarding admitting procedures and various hospital forms and to interview patients.

Clerical ability required to avoid perceptual errors when completing insurance forms and other documents.

*Interests:* Preference for activities involving business contacts, to elicit and compile personal information for completing hospital forms.

Preference for communication of ideas, to give information to patients, medical personnel, insurance company representatives, and other interested parties.

*Temperaments:* Tact and understanding to deal with patients and medical personnel to admit hospital patients.

Able to evaluate information against judgmental criteria in interviewing hospital patients.

*Physical Demands and Working Conditions:* Work is sedentary. Reaching and handling are required to process various forms.

Fingers keys of typewriter when typing.

Talking and hearing are required to interview patients.

Near-visual acuity required to type and read forms.

Works inside.

**JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* ADMITTING OFFICER, ASSOCIATE ADMINISTRATOR, CONTROLLER, or BUSINESS OFFICE MANAGER.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* No formal line of promotion. May be promoted to ADMITTING OFFICER.

**PROFESSIONAL AFFILIATIONS**

None.

## HOSPITAL GUIDE

### page

### JOB DUTIES

Directs and escorts incoming patients or visitors from hospital admitting office or reception desk to designated area in hospital:

Assists patients to prevent accidents by falling, or transports nonambulatory patients, using wheelchair or stretcher. Carries patient's luggage or other personal items. Performs similar duties when patient is being discharged from hospital.

Delivers messages, documents, and other items from admitting office personnel to departments within the hospital. May carry typewriters, chairs, and other office equipment about the admitting office, or to other departments. May stock office supplies, copy various forms for admitting office staff and prepare plates for admitting form headings. In smaller hospitals the duties of this job are usually performed by nurse aides, orderlies, or volunteer workers. May be designated according to area assigned as Admitting Office Guide or Radiology Department Guide.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Wheelchair, stretcher.

### EDUCATION, TRAINING, AND EXPERIENCE

Ability to follow oral and written instructions is required. High school graduation is preferred.

Prior experience is not necessary.

Usually 1 to 2 weeks' on-the-job training is required to learn hospital admitting office procedures and to become familiar with physical locations in the hospital.

### WORKER TRAITS

*Aptitudes:* Verbal ability required to follow instructions in escorting patients to designated hospital rooms.

Eye-hand-foot coordination is required to push wheelchair or stretcher through hospital corridors and in and out of elevators without jarring the patient.

*Interests:* Preference for routine, organized activities performed according to predetermined hospital policies.

*Temperaments:* Worker must adjust to performing routine, repetitive tasks under specific supervision, without independent judgment.

*Physical Demands and Working Conditions:* Work is medium. Worker is required to be on his feet most of the day.

Assists in lifting patients from stretcher or wheelchair to bed.

Reaching and handling required to carry patient's luggage and push wheelchair and stretcher when transporting patients to rooms.

Depth perception and field of vision required to avoid collisions and bumping into things with the wheelchairs and stretchers.

Works inside.

### **JOB RELATIONSHIPS**

*Worker's supervised:* None.

*Supervised by:* ADMITTING OFFICER or by the head of department to which assigned.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* No formal line of promotion.

### **PROFESSIONAL AFFILIATIONS**

None.

## INSURANCE CLERK

**billing clerk, group insurance  
third party officer**

### JOB DUTIES

Verifies hospital coverage of insurance companies or agencies financing all or part of patient's hospital care and computes hospital bill showing charges to be paid by the insurance company or agency:

Reviews hospital admitting records of new patients to ascertain type of hospital coverage and financing agency (insurance company, government agency, or any agency financing part or all of patient's bill). Records patient identification data (physician's diagnosis, and agency information such as agency name, policy number, and name of policyholder) on assignment forms and obtains signature of patient or responsible party. Contacts agency representative by telephone or letter to verify coverage and obtain information regarding extent of agency benefits. Answers patients' questions regarding statements and agency coverage.

Computes hospital charges to be paid by the financing agency and the patient. Types and mails itemized statements or claims to financing agency for covered expenses. Mails statements to patients for remainder of charges not covered by financing agency.

If there is delay in replying to statements, insurance clerk contacts financing agency and patients by telephone to determine reason. Records results of mail and telephone contacts on control cards. Refers hospital account to credit department when account becomes delinquent or when unable to contact patient or responsible party. Types and mails correspondence. Prepares forms outlining hospital expenses for government, welfare, and other agencies paying bill of a specific patient. May receive payments; may post amounts to ledgers or refer these to accounts receivable section for posting.

May be lead worker and be classified as insurance supervisor.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, insurance forms, medical records, office supplies, schedule of rates, telephone, and typewriter.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required, with emphasis on commercial courses, particularly typing, bookkeeping, and English.

Usually 6 months' to 1 year's experience in clerical work related to

health insurance is required. Some employers accept a general clerical background without specific insurance experience.

Usually 3 months' on-the-job training is required.

### WORKER TRAITS

*Aptitudes:* Verbal ability is required to answer telephone, initiate correspondence, and understand medical and insurance terms.

Numerical ability required to compute hospital accounts.

Clerical perception required to avoid and detect clerical errors when computing accounts.

Motor coordination and finger dexterity required to operate the adding machine and typewriter.

*Interests:* A preference for business contacts to conduct inquiries regarding policies and payment.

A preference for activities that are routine and concrete such as computing hospital bills, typing and mailing statements, and answering patients' questions regarding statements and agency coverage.

*Temperaments:* A sense of discipline, since work requires adjusting to situations involving repetitive or short-cycle operations carried out according to established standards and procedures, to review patients' records and verify insurance coverage.

Required to work closely with patients and agency representatives, and with associates.

*Physical Demands and Working Conditions:* Work is sedentary.

Worker handles and fingers telephone, records, correspondence, and office equipment.

Talking and hearing is essential when exchanging information with patients, agency representatives, and staff members.

Near-visual acuity required in fast and accurate copy of statistical and tabular material.

Works inside.

### JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* BUSINESS OFFICE MANAGER, ACCOUNTANT, or MANAGER, CREDIT AND COLLECTION.

*Promotion from:* No formal line of promotion. May be an entry job.

*Promotion to:* No formal line of promotion. Promotion may be through increased supervisory duties.

### PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## INVOICE-CONTROL CLERK

accounts-payable clerk

### JOB DUTIES

Verifies accuracy of invoices from vendors for hospital purchases, prepares authorizations for disbursements, and performs related duties:

Compares information on invoices with that on purchase orders and receiving reports to verify accuracy of charges. Verifies price extensions on invoices, using calculating machine. Computes trade discounts, taxes, and net amounts payable. Confers with vendors and purchasing section personnel by telephone to reconcile any differences between invoices and purchase orders. Records code number on invoices to identify specific type of expenditure or chargeable department account, using coding manual.

Types accounts payable voucher showing information such as date, invoice number, purchase order number, vendor account number, and departmental charge code. Submits voucher to supervisor for approval, or to data processing unit or other personnel for the preparation of a check for payment to vendor. May type checks payable to vendors. Keeps files of vendor accounts, canceled checks, and invoices. May keep record of petty cash fund used in paying freight charges and miscellaneous expenses.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, invoices, purchase orders, typewriter.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in typing, bookkeeping, and other commercial subjects is required. One to 2 years' additional course work in accounting-bookkeeping at the business college level is highly desirable.

Usually at least 1 year of accounting-bookkeeping experience is required.

On-the-job training for 1 month, given by the immediate supervisor, is required.

### WORKER TRAITS

**Aptitudes:** Numerical ability required to perform mentally rapid and accurate arithmetic computations.

Clerical ability required to detect and avoid errors in copying and computating figures.

Motor coordination and finger dexterity required to rapidly manipulate

keys of adding machine and typewriter when copying data in tabulated form.

*Interests:* A preference for routine and organized activities, to follow defined procedures for processing accounts payable.

*Temperaments:* Worker must be able to adjust to carrying out duties under specific instructions.

Must attain precise standards of accuracy when verifying statements.

*Physical Demands and Working Conditions:* Work is sedentary.

Worker frequently handles and fingers correspondence, records, and keys of adding machine and typewriter.

Near-visual acuity required to read invoices, journals, purchase orders, and other verbal and tabular material quickly and accurately, and to post figures in small spaces.

Works inside.

### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* BUSINESS OFFICE MANAGER or ACCOUNTANT.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* No formal line of promotion.

### **PROFESSIONAL AFFILIATIONS**

**Hospital Financial Management Association**

**840 North Lake Shore Drive**

**Chicago, Ill. 60611**

## MANAGER, CREDIT AND COLLECTION

accounts manager  
business accounts manager  
credit manager  
patients' accounts manager

### JOB DUTIES

Directs and coordinates activities of personnel engaged in credit and collection functions of hospital:

Interviews patients or responsible individuals to arrange methods of payment or extension of credit. Secures information relative to patient's financial status, such as type of employment, salary, references, and financial obligations. Evaluates credit history and determines payment dates based on patient's ability to pay and policy of hospital. Approves or disapproves extensions of credit. May secure assignment of benefits in cases where patient carries insurance. May recommend other sources of credit, such as banks, insurance companies, and credit unions to patients unable to establish hospital credit. May confer with representatives of various welfare agencies to acquire information regarding financial assistance for patients unable to pay for hospital services.

Collects accounts that are not paid in full at time of discharge or at promised date. Supervises mailing of followup letters when statements do not bring response. Attempts to collect delinquent accounts himself or turns accounts over to attorney or collection agency. Recommends to administrative personnel cancellation of accounts for hardship cases. May attempt to locate patients whose accounts are delinquent and who have moved without leaving forwarding address. May be responsible for patient billing, particularly in larger hospitals.

Supervises and trains workers performing clerical tasks incident to credit and collection. Initiates and answers pertinent correspondence. Prepares reports showing numbers and amounts of collections, delinquent accounts, and related matters. May be representative for hospital in conferences of credit associations.

Participates in discussion with other department heads to resolve problems encountered in collection function. Evaluates adequacy of collection procedures and recommends possible changes to management. Consults with management and initiates changes in credit procedures after approval. In some hospitals the duties of this job may be combined with those of BUSINESS OFFICE MANAGER.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Reports and work schedules.

## EDUCATION TRAINING, AND EXPERIENCE

High school graduation is required. Employers strongly prefer, and in some cases require, at least 2 years' additional education in accounting or business administration.

Two years' experience in credit and collection work, preferably in a hospital or similar institution, is required.

Worker usually receives from 3 to 6 months' on-the-job training to become familiar with hospital policies and procedures.

## WORKER TRAITS

*Aptitudes:* Verbal ability required to discuss personal and financial matters with patients and/or their representatives and to discuss hospital credit and collection policies and procedures with other hospital personnel.

Numerical ability required to review statistical data on various financial records.

Clerical ability required to detect arithmetical and accounting errors in hospital financial records.

*Interests:* A preference for business contacts, in discussing charges and financial arrangements with patients, members of family, and insurance company representatives.

A preference for prestigious activities in order to direct the credit and collection processes.

*Temperaments:* Versatility to perform a variety of duties in planning activities, evaluating financial responsibility of patients, scheduling workload, and reviewing and modifying procedures.

Administrative ability to be able to direct credit and collection functions for the hospital as well as the varied activities of individual workers in the department.

Must deal effectively with patients, insurance company personnel, and welfare representatives in carrying out credit and collection procedures.

Required to make decisions regarding credit and collection matters based on judgmental criteria.

*Physical Demands and Working Conditions:* Work is sedentary. Worker is generally seated at desk during the day; occasional standing and walking required.

Talking and hearing essential in conferring with patients, departmental personnel, and insurance company representatives, both in person and by telephone.

Works inside. Worker usually has own office. May be frequently outdoors when collecting accounts in person.

## JOB RELATIONSHIPS

*Workers supervised:* COLLECTION CLERK; may also supervise ACCOUNTS-RECEIVABLE CLERK and INSURANCE CLERK.

*Supervised by:* CONTROLLER.

*Promotion from:* No formal line of promotion. May be promoted from COLLECTION CLERK or ACCOUNTS-RECEIVABLE CLERK.

*Promotion to:* No formal line of promotion. May be promoted to BUSINESS OFFICE MANAGER or CONTROLLER.

#### **PROFESSIONAL AFFILIATIONS**

**Hospital Financial Management Association**  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## PAYROLL CLERK

### JOB DUTIES

Computes wages of hospital employees and posts wage data on payroll records:

Computes earnings from timecards, using adding or calculating machine. Operates posting machine to compute deductions, such as income tax withholding, social security payments, insurance, and hospital services charges incurred by employees. Posts net wages, hours worked, tax exemptions, and other data on payroll control sheet, master file cards, payroll distribution records, or timecards. Transmits payroll records to tabulating section or to private accounting firm for preparation of payroll checks. May prepare and issue payroll checks, using typewriter or checkwriting machine; or insert correct amount of cash in envelope marked for individual employee.

Keeps monthly record of sick, vacation, and other leave accrued by employees. Answers inquiries from employees concerning payroll deductions, wage rates, and vacation and sick leave balances. May keep records concerning employee retirement and insurance renewals and terminations.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Calculating machine, employee records, office supplies, posting machine, typewriter.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required, including courses in bookkeeping, typing, mathematics, and English.

Usually 1 year of prior clerical or payroll experience is required.

Worker receives about 1 month's on-the-job training in hospital routine and procedures.

### WORKER TRAITS

**Aptitudes:** Numerical ability is required to perform arithmetic calculations quickly and accurately.

Clerical ability is required to recognize pertinent details in tabular form, observe differences in copy, proofread names and numbers, and avoid perceptual errors in computations.

Motor coordination is required to coordinate eyes and fingers rapidly and accurately when typing or operating calculator.

Finger dexterity is required to move fingers rapidly and accurately when operating typewriter and calculator.

*Interests:* A preference for routine and organized work is required in order to compute earnings.

*Temperaments:* Ability to adjust to job situations which involve computing and recording wage information according to established standards and procedures, requiring little or no independent action or judgment.

*Physical Demands and Working Conditions:* Work is sedentary.

Reaches for and handles records, correspondence, and telephone. Fingers ledger sheets, time cards, and typewriter and calculating machine keys.

Near-visual acuity is required for almost constant review of records and in operating typewriter and calculator.

Works inside.

## **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* BUSINESS OFFICE MANAGER or ACCOUNTANT.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* No formal line of promotion. Promotion may be through addition of supervisory duties.

## **PROFESSIONAL AFFILIATIONS**

Hospital Financial Management Association  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## **GENERAL CLERICAL DEPARTMENT\***

**ADDRESSING-MACHINE OPERATOR  
CLERK, GENERAL  
CLERK GENERAL OFFICE  
CLERK-TYPIST  
DUPLICATING-MACHINE OPERATOR  
FILE CLERK  
MAIL CLERK  
MEDICAL SECRETARY  
MEDICAL STENOGRAPHER  
MESSENGER  
RECEPTIONIST  
SECRETARY  
TRANSCRIBING-MACHINE OPERATOR  
TRANSCRIBING OPERATOR, HEAD  
TYPIST**

**\*These jobs, or combinations of these jobs, are found in almost every department of the hospital. They are assembled here as a fairly homogeneous group to avoid repetition in each of the departments, and therefore do not appear in any organization chart.**

## ADDRESSING-MACHINE OPERATOR

### JOB DUTIES

Operates machine to print names, addresses, and code numbers on items such as envelopes, newspapers, timecards, and hospital literature.

Positions plates, stencils, or tapes in magazine of addressing machine, places articles to be addressed into loading rack, and inserts file tray under discharge chute of machine. Adjusts flow of ink and guides to fit size of paper and sets stops and selectors using pliers and wrenches so that only certain plates will be printed. Assembles materials to be printed on table of machine. Starts machine that automatically feeds plates, stencils, or tapes through machine mechanism. Stops machine and removes file tray containing processed plates. Bundles printed material. Records number of items printed and processing time on work orders.

Maintains plate file and operates embossing machine or typewriter to make corrections, additions, and changes on plates. May type statistical lists of plate files.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Addressograph, embossing machine, and materials to be addressed.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation preferred, including courses in typing.

One to 3 months' on-the-job training is given by a member of the staff.

### WORKER TRAITS

*Aptitudes:* Verbal ability to perceive details listed on informational records for conversion to addressing machine plates, and to understand written or oral instructions.

Clerical ability to perceive errors in records submitted, in completed addressograph plates, and in printed information on forms and envelopes to be mailed, and to avoid errors in alphabetical or departmental arrangement of plate files.

Finger dexterity is required to file thin, small plates quickly, to sort and arrange bulletins, charts, and correspondence for stuffing and mailing, and to manipulate keys on embossing machine.

*Interests:* A preference for detail work that involves operating mail room machines and handling paper forms and plastic cards.

A preference for routine activities accomplished according to established procedures.

*Temperaments:* Satisfaction with routine work; work assignments are repetitive and carried out according to set procedures that must meet established standards.

*Physical Demands and Working Conditions:* Work is light.

Reaches for and handles a variety of records, cards, correspondence, and other papers.

Near-visual acuity is required for embossing information on plastic plates and in filing plates.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* Head of department to which assigned.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* No formal line of promotion. May be promoted to another clerical position for which ability is demonstrated.

## PROFESSIONAL AFFILIATIONS

None.

## CLERK, GENERAL

### JOB DUTIES

Performs a variety of routine clerical tasks that do not require knowledge of systems and procedures:

A worker in this category spends the majority of time performing routine, recordkeeping tasks, either by hand or with a typewriter. This is a beginning-level clerical job, similar to that of CLERK-TYPIST, but without extensive typing requirements. The CLERK, GENERAL will work with various kinds of records, depending on the department to which he is assigned, but will usually perform a combination of the following or similar duties.

Transfers information from one record to another, such as writing patient identification taken from medical records on the outside of file envelopes or folders. Prepares lists of activities in the department, such as posting on a standardized form the names of patients admitted to the hospital. Cross-indexes documents and records by following a prescribed coding system and copying information on file cards. Other duties include sorting requisitions, invoices, census reports, and other records according to subject matter, and arranging them in alphabetical, numerical, or chronological order. Proofreads work.

Files old and new materials, looks up information or retrieves materials from files as requested. Maintains files by making appropriate entries when materials are added or removed.

Answers telephone, takes and relays messages, makes appointments, and gives out limited factual information. Stamps, sorts, and distributes mail.

Operates duplicating equipment; sorts and assembles departmental bulletins; and stuffs, addresses, and stamps envelopes.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, duplicating machines, files, and record office equipment and supplies.

### EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation with courses in typing and English required.

Previous experience is not required.

From 1 to 3 months' on-the-job training, depending upon complexity of duties.

## WORKER TRAITS

*Aptitudes:* Verbal ability is necessary for reading comprehension in filing or when answering the telephone.

Clerical perception is necessary to sort and file reports and records and to avoid errors in transposition when posting information from one record to another.

Manual dexterity is necessary to operate office machines, to stuff and stamp envelopes, and to handle work aids such as handpunch and stapler.

*Interests:* A preference for performing routine activities, involving hospital reports and records such as copying material on the typewriter, filing, and posting information.

*Temperaments:* Suited to preparing records, files, and reports in repetitive and short-cycle operations.

Works under close supervision.

*Physical Demands and Working Conditions:* Work is sedentary. Most of time is spent at a desk.

Reaching, handling, and fingering are necessary when typing and filing.

Near-visual acuity to avoid perceptual errors when posting data and proofreading transcript.

Talking and hearing for telephone conversations.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* Head of department where job is performed. May be supervised by a senior clerical worker.

*Promotion from:* This is usually an entry job.

*Promotion to:* CLERK, GENERAL OFFICE or other clerical position for which ability is demonstrated.

## PROFESSIONAL AFFILIATIONS

None.

## **CLERK, GENERAL OFFICE**

**administrative clerk**

### **JOB DUTIES**

Performs various responsible clerical tasks, under general supervision, utilizing knowledge of office systems and procedures, hospital regulations, and interdepartmental functions:

A position of this kind can be distinguished from other or lower classifications in the clerical field by the variety of specialized duties performed, and the use of judgment in making decisions according to established procedures and regulations. Although guidelines exist, the CLERK, GENERAL OFFICE is expected to apply independently general instructions to specific problems. This often requires the development of individual work procedures and routines. The range of specialized responsibilities will vary according to the hospital department to which worker is assigned, but will usually consist of a combination of the following or similar duties:

Compiles and prepares periodic records and reports, types technical manuscripts, budget reports, and other materials from rough draft; and classifies and files correspondence and records. Performs minor bookkeeping and accounting functions such as posting information and verifying accuracy of invoices, requisitions, budget reports, inventory records, and payroll data.

Takes dictation. Opens, routes, or answers routine correspondence. Answers telephone and gives nonmedical information. May perform as a SECRETARY.

Occasionally operates duplicating and other office machines.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Typewriter, duplicating and transcribing machines, standard office equipment, and supplies.

### **EDUCATION, TRAINING, AND EXPERIENCE**

High school or commercial school graduation with courses in typing, business machines, and English required. A course in medical terminology is desirable.

Six months' to 1 year's experience in general office work.

From 1 to 3 months' on-the-job training depending on complexity of duties and technicality of terms used.

## WORKER TRAITS

*Aptitudes:* Verbal ability is necessary to understand department bulletins and documents; and to consult with various staff members within the department and throughout the hospital.

Numerical ability is necessary to quickly detect computational errors or inconsistencies in statistical reports.

Clerical perception is necessary to proofread typewritten reports, to cross-index and file various documents and correspondence, and to avoid errors of transposition when posting information to various records and reports.

Form perception is necessary to interpret shorthand symbols.

Manual dexterity is necessary to operate a variety of office machines.

*Interests:* A preference for contacts with people, whether in person, by telephone, or by correspondence.

A preference for routine activities in preparing reports and correspondence.

*Temperaments:* Adaptability to plan and carry through a complete cycle of activities.

*Physical Demands and Working Conditions:* This is light work.

Reaching, handling, and fingering are necessary for operating office machines or handling records and files.

Near-visual acuity to proofread transcript and statistical and technical documents.

Talking and hearing for contacts with people and for taking dictation.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* Head of department where job is performed.

*Promotion from:* No formal line of promotion. May be promoted from a subordinate clerical job.

*Promotion to:* No formal line of promotion. May be promoted to SECRETARY or other clerical job for which ability is demonstrated.

## PROFESSIONAL AFFILIATIONS

None.

## CLERK-TYPIST

### JOB DUTIES

Types letters, forms, reports, and cards from rough draft and corrected copies; files records and reports; and performs general clerical work depending upon department to which assigned:

Compiles and types reports, bills, application forms, and other matter from clerical records. Posts medical, surgical, clinical, and other pertinent information from medical and laboratory reports to permanent record. Closes charts of dismissed patients by transferring medical diagnoses and dates of discharge to face sheet. Searches files to obtain records and reports. Types correspondence, and medical and surgical reports based on information from transcribing machines and rough drafts. Prepares tables, index cards, case records, birth and death certificates, and special forms. Answers telephone and takes messages. Cuts stencils on typewriter and may operate various types of duplicating machines. May sort and distribute mail. May operate telephone switchboard. Performs a variety of related clerical duties where typing is a primary requisite.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, transcribing machines, duplicating machines; standard office equipment and supplies.

### EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation with courses in typing and English. Six months' to 1 years' previous experience is preferred.

From 1 to 6 months' on-the-job training depending upon complexity of duties and degree of technicality of language.

### WORKER TRAITS

*Aptitudes:* Verbal ability is necessary to be aware of grammar and spelling rules in copying material, and for reading comprehension.

Numerical ability is necessary to tally and compile various statistical records.

Clerical perception is necessary to proofread typewritten records, to cross-index and file various documents and correspondence, and to avoid errors in transposition when posting information transferred from one record to another.

Motor coordination and manual and finger dexterity are necessary for typing and to set up and use duplicating machines.

*Interests:* A preference for performing routine activities, which are concerned with hospital reports and records, such as copying material on the typewriter, filing, and posting information.

*Temperaments:* Suited to the preparation of records, files, and reports in repetitive and short-cycle operations.

Works under close supervision.

*Physical Demands and Working Conditions:* Work is sedentary. Most of time is spent at a desk.

Reaching, handling, and fingering are necessary when typing and filing.

Near-visual acuity to avoid perceptual errors when posting data and proof-reading transcripts.

Hearing, when listening to transcribing machine.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* Head of department where job is performed. May be supervised by a senior clerical worker.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* May be promoted to SECRETARY, STENOGRAPHER or other clerical position for which ability is demonstrated.

## PROFESSIONAL AFFILIATIONS

None.

**Clerical Department**

Duplicating-Machine Operator I	207.884
Duplicating-Machine Operator II	207.782
Duplicating-Machine Operator III	207.782
Duplicating-Machine Operator IV	207.885

**DUPLICATING-MACHINE OPERATOR**

**ditto-machine operator  
mimeograph operator  
multigraph operator  
thermofax operator  
xerox-machine operator**

**JOB DUTIES**

Operates one or more of the various types of duplicating machines to reproduce handwritten or typewritten materials:

Reviews work order to determine number of copies, type of master copy to use, color, size, and weight of paper required. According to type of duplicating machine to be used, prepares master copy and the machine by adjusting controls for speed, size of paper, number of copies, and if necessary, flow of ink. Positions master copy, places blank paper on loading tray, and starts machine that automatically feeds paper. Observes operation and copy for signs of jamming, skipping, or misprinting. Removes finished material from discharge hopper.

Prepares invoices showing quantity of paper stock used, type of work performed, and time spent on each work order. Orders supplies.

May operate other machines such as collator, paper cutter, or hold puncher.

May clean and repair machine.

May be designated by trade name of machine operated such as Ditto-Machine Operator; Mimeograph Operator; Multigraph Operator; Thermofax Operator; or Xerox-Machine Operator.

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Duplicating machine, master copies, and paper stock.

**EDUCATION, TRAINING, AND EXPERIENCE**

High school graduation is usually required, but the equivalent in education plus experience is acceptable by some employers.

An average of 3 to 4 weeks' break-in time.

**WORKER TRAITS**

**Aptitudes:** Form perception is required to detect blurring, smears, blots, and flaws on master copy or printed material.

Clerical perception is required to proofread and correct errors in master copy.

Manual dexterity is required for adjusting machine controls and handling paper.

*Interests:* A preference for activities that deal with handling things and objects such as copying machines, paper stock, and master copies.

*Temperaments:* Ability to evaluate work performed against verifiable criteria such as work orders, master copies, and sample forms.

*Physical Demands and Working Conditions:* This is light work.

Lifting and carrying paper stock usually weighing no more than 10 to 15 pounds.

Reaching for and handling paper and work orders.

Fingering machine controls.

Near-visual acuity to detect errors in printing.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* Head of department to which assigned.

*Promotion from:* No formal line of promotion. May be an entry job.

*Promotion to:* No formal line of promotion. May be promoted to other clerical position for which ability is demonstrated.

## PROFESSIONAL AFFILIATIONS

**None.**

## FILE CLERK

### JOB DUTIES

Files correspondence, invoices, cards, or other records, in prescribed manner, depending upon the department to which assigned:

Reads incoming material and sorts according to particular file system in use by department. Classifies and cross-indexes materials according to a standardized coding chart and labels folder or envelopes with specified identification data either by hand or using a typewriter. Places materials in file cabinet, drawers, boxes, or in special filing cases.

Locates and removes requested information. Keeps records of materials removed, stamps materials received, and traces missing records by searching files or contacting person to whom record is assigned. May enter data on records.

May clear files at designated intervals under the direction of a supervisor.

Few departments in most hospitals accumulate sufficient volume to sustain specialized, routine filing on a full-time basis. For this reason, other clerical workers do the filing for their departments in addition to their other responsibilities. A number of these filing jobs are filled by part-time workers and students.

See also FILE CLERK, Medical Records Department.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, records, files.

### EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation with some business training preferred.

Employers will accept applicants without experience.

Up to 3 months' on-the-job training in exact details of filing systems and procedures.

### WORKER TRAITS

**Aptitudes:** Verbal ability is required for reading comprehension in order to understand subject matter for identification and classification of filing materials.

Clerical perception is required to perceive differences in copy, to proof-read words and numbers, and to avoid perceptual errors; also in locating names and numbers in index files, in retrieving records, and refiling in correct order.

*Finger dexterity is required to move fingers rapidly in checking and filing index cards and records.*

*Color discrimination is required if color-coding system is used.*

*Interests: A preference for organized and routine activities.*

*Temperaments: Adaptability to routine; job is marked by repetitive filing operations, under specific instructions, and carried out according to established coding and filing systems.*

*Physical Demands and Working Conditions: This work is light. There is some walking and standing, but mostly sitting.*

*Frequent stooping and crouching to file and pull records.*

*Handling, reaching, and fingering involved in processing index cards and record files.*

*Works inside.*

### **JOB RELATIONSHIPS**

*Workers supervised: None.*

*Supervised by: Head of department in which job is performed, or senior clerical worker.*

*Promotion from: No formal line of promotion. This is an entry job.*

*Promotion to: No formal line of promotion. May be promoted to other clerical job for which ability is demonstrated.*

### **PROFESSIONAL AFFILIATIONS**

**None.**

## **MAIL CLERK**

### **JOB DUTIES**

Receives, sorts, opens, and distributes incoming mail and interoffice correspondence; dispatches outgoing mail and performs simple clerical duties:

Opens and sorts incoming and interoffice mail according to department or individual addressee. Delivers mail to designated individuals or stations. Readdresses mail to former patients. Weighs outgoing mail and affixes required postage to letters and parcels, using postage metering machine. May use automatic envelope sealing-and-stamping machine. Bundles outgoing bulk mail according to city or locale and places mail in sacks for pickup. Visits various hospital departments and floors on regularly scheduled rounds to pick up outgoing and interoffice mail.

Keeps files of home addresses of present and former patients. Keeps records of postage charges for billing purposes. Records cash receipts from prepaid postage and stamp machine sales. Maintains a petty cash fund and supply of postage stamps to sell for the convenience of hospital patients or employees. Keeps records of registered mail.

Sorts reports and test results from hospital departments, such as laboratory, X-ray, and technical services, according to name of individual medical staff member. Inserts reports into preaddressed envelopes and mails. Orders supplies of preaddressed envelopes as needed.

May be hired on part-time basis, and be responsible only for patients' mail.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Various types of mailroom equipment.

### **EDUCATION, TRAINING, AND EXPERIENCE**

A high school education is preferred but some employers will allow limited substitution of experience for education.

Two to 4 weeks' on-the-job training is required for the worker to attain adequate job proficiency, most of which involves learning hospital stations and procedures for pickup and delivery.

### **WORKER TRAITS**

**Aptitudes:** Verbal ability required to read names and addresses on mail and to understand postal regulations and verbal job instructions.

Clerical perception is required to avoid errors in addressing, sorting, delivering, and affixing postage to mail and routing mail to patients' rooms.

**Motor coordination is required to rapidly and accurately sort mail.**

**Interests:** A preference for the handling of things and objects, to sort and deliver mail.

A preference for routine and organized activities, to follow and comply with detailed procedures outlining the methods of sorting, packaging, and routing mail for hospital patients.

**Temperaments:** Suitability to sort, route, and deliver mail in accordance with hospital procedures.

Follows specific instructions in regard to methods of sorting, packaging, and routing mail.

**Physical Demands and Working Conditions:** This work is light. Standing and walking to sort and deliver mail.

Pushes filled mailcart through hospital to various stations.

Reaching for, and handling mail to sort, stamp, and deliver it.

Near-visual acuity and accommodation required to accurately read names and addresses.

Works inside.

### **JOB RELATIONSHIPS**

**Workers supervised:** None.

**Supervised by:** Head of department in which job is performed.

**Promotion from:** No formal line of promotion. This may be an entry job.

**Promotion to:** No formal line of promotion.

### **PROFESSIONAL AFFILIATIONS**

**None.**

## MEDICAL SECRETARY

### JOB DUTIES

Prepares case histories, medical records, and reports; utilizes knowledge of medical terminology; and performs general clerical work to relieve medical, professional, and technical personnel of minor administrative and business detail:

May be assigned in the medical records or clerical department or directly to a department head.

Transcribes dictation, taken in shorthand or from recording machine, into typewritten records such as patient résumés, surgical-procedure documents, and miscellaneous correspondence; types special records, reports, and minutes of staff conferences from rough draft. Duplicates reports, letters, and other documents, using copying equipment, and mails or distributes copies within organization and to outside agencies. Composes and types routine correspondence.

Maintains medical and administrative files, cross-indexing according to numerical, alphabetical, or coding systems. Sorts records; enters prescribed data on file cards or pertinent documents; and prepares periodic reports on various medical or administrative activities, such as number and types of cases treated, budget expenditures, and personnel actions.

May act as SECRETARY in particular department, performing such duties as: Scheduling appointments; and greeting and routing visitors; answering telephone and giving factual information according to nature of questions and within guidelines of hospital regulations, or referring major administrative or technical questions to appropriate officials; opening and distributing mail; making travel arrangements for staff; typing confidential correspondence and reports; and maintaining department library. May supervise clerical workers.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Copying equipment; recording or transcribing machine; other standard office machines, such as typewriter, adding machine, and calculator.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school plus 1 year of business school, with emphasis on medical terminology is preferred.

One to 3 years' former experience as a MEDICAL STENOGRAPHER or MEDICAL SECRETARY is preferred.

Approximately 6 months' on-the-job training is usually provided.

## WORKER TRAITS

*Aptitudes:* Verbal ability is required to understand medical terminology, prepare reports, and to answer inquiries.

Clerical perception is needed to proofread typewritten records and to accurately identify numbers, letters, and words when cross-indexing and filing medical records and reports.

Form perception is needed if shorthand is used, to perceive minor differences in shape and size of symbols.

Motor coordination and finger dexterity required to operate typewriter, other office machines and equipment.

*Interests:* A preference for routine, organized activities having to do with scientific and technical subjects as well as business matters.

A preference for contacts with people and the communication of ideas, both requiring considerable tact and diplomacy.

*Temperaments:* Job involves variety and change, from typing technical reports to performing filing duties.

Ability to prepare case histories, reports, and records accurately and according to standard formats.

*Physical Demands and Working Conditions:* Work is sedentary.

Reaching, handling, and fingering are necessary to operate recording machine, typewriter, and other office machines.

Good hearing is required for taking dictation person-to-person and listening to dictation from a machine.

Near-visual acuity to proofread typescript, and flexibility of vision to adjust from copy material to printed forms and other records.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* May supervise one or more MEDICAL STENOGRAPHERS and other clerical personnel.

*Supervised by:* Head of department in which job is performed.

*Promotion from:* No formal line of promotion.

*Promotion to:* No formal line of promotion. May be promoted to ADMINISTRATIVE SECRETARY.

## PROFESSIONAL AFFILIATIONS

American Registry of Medical Assistants and Medical Secretaries

Post Office Box 601

Enid, Okla. 73701

## MEDICAL STENOGRAPHER

### JOB DUTIES

Takes dictation for correspondence, reports, and other matter from medical and technical personnel, and transcribes dictated material using a typewriter:

May use shorthand, a stenotype machine, or transcribe information from sound recordings. Proofreads typewritten material to verify typographic accuracy and coherence of content, using knowledge of medical terminology and referring to medical dictionaries or other references when necessary. Prepares file folders, files duplicate correspondence and reports, and performs related clerical tasks as indicated in recorded instructions or according to established procedures. Reviews patients' files for accuracy and completeness of entries, and notifies person responsible to secure corrections or additions.

Classifies technical material, using indexing system or coding charts, and copies indices and other data such as patient identification and diagnosis, on departmental records to provide cross-index of medical files.

May tabulate statistical reports using adding machine. May answer telephone and give routine information. May duplicate documents and forms, using photocopy machine, and mail copies to outside individuals or agencies.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding, photocopy, recording machines, and typewriter.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation and 1 year of business school, with emphasis on medical terminology required. Experience preferred but not mandatory.

One to 6 months' on-the-job training.

### WORKER TRAITS

*Aptitudes:* Verbal ability is needed to understand medical terminology, rules of grammar and spelling.

Clerical perception is needed to proofread typing and to accurately identify numbers, letters, and words when cross-indexing and filing medical records.

Motor coordination and finger dexterity are needed when operating adding machine, recording machine, and typewriter.

*Interests:* A preference for routine and organized activities to facilitate transcribing messages organized and prepared by others.

A preference for scientific and technical activities to adapt to work with medical case histories, records, and reports.

*Temperaments:* Must be able to work in short-cycle operations carried out according to set procedures and sequences; and to maintain precise standards of accuracy.

*Physical Demands and Working Conditions:* Work is sedentary.

Reaching, handling, and fingering to operate adding and recording machines and typewriter.

Good hearing is important since accurate typing is dependent on hearing dictation accurately.

Near-visual acuity to proofread typescript, and flexibility to adjust vision from copy material to printed forms in typewriter and other records.

Works inside.

### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* MEDICAL SECRETARY or head of department in which job is performed.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* MEDICAL SECRETARY or other senior clerical position.

### **PROFESSIONAL AFFILIATIONS**

**None.**

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## MESSENGER

### JOB DUTIES

Delivers orders, messages, medical records, reports, and supplies among offices and departments in the hospital, using a pushcart or in a small motorized carrier:

Delivers order slips to designated departments, picks up articles or supplies and returns to offices and departments according to an established priority. Frequently responds to calls for delivery of emergency supplies. May keep log of items received and delivered and may obtain receipts for articles delivered.

Performs errands and simple clerical duties. Picks up and sorts letters, messages, packages, records, interoffice memoranda, and other items, and delivers them to various offices and departments. Runs errands for patients or hospital staff, making trips to and from outside establishments to deliver and obtain messages and small articles. May mail outgoing letters and packages, operating automatic stamping machine, weighing and stamping heavy mail, and keeping records of envelopes and stamps in stock. May escort newly admitted patients to their rooms, discharged patients to hospital exits, or patients to clinics and other areas for appointments.

Performs a variety of related tasks, such as cleaning office machines and assisting in stockroom or file room.

Driver's license may be required to drive car or light truck for pickup and delivery.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Pushcarts, motorized carrier, mail stamping and weighing equipment.

### EDUCATION, TRAINING, AND EXPERIENCE

Usually completion of eighth grade with some high school education is desirable. No specific courses are required.

Experience is not required. Worker may learn duties in brief, on-the-job training.

### WORKER TRAITS

*Aptitudes:* Verbal ability is required to understand oral instructions.

Clerical perception is required in reading orders to assure that supplies and records are delivered to the proper department or unit of the hospital.

Manual dexterity and motor coordination required to operate motorized carrier and handle supplies.

*Interests:* A preference for routine, organized activities involving contact with people, especially when making deliveries and running errands.

*Temperaments:* Job involves a variety of duties with frequent changes and some personal contact with patients and hospital staff members.

*Physical Demands and Working Conditions:* Work is light.

Standing and walking most of the workday.

Lifting and carrying relatively light packages.

Handling office materials and equipment.

Most of the duties are performed inside but may make occasional trips to outside establishments.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* Head of department in which job is performed.

*Promotion from:* No formal line of promotion. This is usually an entry job.

*Promotion to:* No formal line of promotion.

## PROFESSIONAL AFFILIATIONS

**None.**

**Clerical Department**

<b>Receptionist</b>	<b>237.368</b>
<b>Information Clerk</b>	<b>237.368</b>

**RECEPTIONIST**

appointment clerk  
clinic clerk  
information clerk

**JOB DUTIES**

Receives visitors or patients, ascertains their needs, and directs them accordingly; answers telephone, makes appointments, and performs related clerical duties according to the department or clinic to which assigned:

Greets visitors and patients, determines their needs, checks appointments and directs or escorts to proper person, office, or clinic. Answers questions and gives information, directly to person or on telephone or intercom, based on knowledge of hospital or department organization and regulations. Makes appointments and gives routine instructions to patients for preparations prior to the next call, such as special diet, or explains posttreatment care. May collect fees or prepare charge forms for the business office. May give nonmedical information regarding patients.

Performs a variety of other clerical duties, depending upon department to which assigned, such as: Orders supplies; cross-indexes and files records; posts data from one record to another; compiles and types reports of the department's activities; sorts and distributes mail and delivers messages; types envelopes and file cards.

This job may be combined with other clerical jobs such as CLERK, GENERAL; CLERK-TYPIST; FILE CLERK; TYPIST; or TELEPHONE OPERATOR.

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Appointment book, files and records, typewriter.

**EDUCATION, TRAINING, AND EXPERIENCE**

High school graduation with courses in English and preferably in typing. Some previous public contact work is desirable.

Up to 3 months' on-the-job training is given.

**WORKER TRAITS**

*Aptitudes:* Verbal ability is required in giving accurate and tactful explanations to visitors, patients, and hospital employees; and in recording exact information for messages.

**Clerical ability** is required to detect and avoid perceptual errors in recording messages and in keeping appointment records.

**Interests:** A preference for activities involving contacts reflected in duties of greeting people and giving information requested.

**Temperaments:** Tact and diplomacy required for contacts with people under stress conditions.

Ability to make decisions based on urgency of the situation and in accordance with work procedures and hospital policies.

**Physical Demands and Working Conditions:** Work is light, usually sedentary.

Reaching for and handling documents and files.

Talking and hearing to give information and relay messages, in person or on the telephone or intercom.

Works inside.

## **JOB RELATIONSHIPS**

**Workers supervised:** None.

**Supervised by:** Head of department in which job is performed.

**Promotion from:** No formal line of promotion. This may be an entry job.

**Promotion to:** No formal line of promotion. May be promoted to SECRETARY or other clerical job for which ability is demonstrated.

## **PROFESSIONAL AFFILIATIONS**

**None.**

**SECRETARY****JOB DUTIES**

Performs secretarial and general office work to relieve hospital officials of administrative and clerical detail; specific duties vary considerably according to the department to which assigned; assists in carrying out responsibilities of the department head as directed; extent of duties may depend on experience of the individual employee:

Generally all secretaries perform the following duties: Take shorthand and transcribe dictation, which relates to such matters as correspondence, reports, and records; make appointments, screen visitors and telephone calls; read and route incoming mail; locate and attach appropriate file or record to correspondence to be answered by department head; compose and route routine correspondence; file correspondence and records; prepare confidential and special reports including periodic statistical reports; attend staff meetings and record minutes; greet and escort visitors and give routine information, within the policies of the hospital. May train and supervise clerical staff.

The experienced secretary has considerable knowledge and judgment regarding hospital and departmental regulations, procedures, and policies, as well as an understanding of special programs and individual endeavors of supervisors. Makes decisions on minor administrative matters and complete clerical detail of the department. Devises new procedures, schedules activities, and supervises and coordinates the work of clerical personnel to meet deadlines for departmental projects. Maintains recordkeeping and accounting for research contracts or department budgets, and writes progress reports. May make travel arrangements and audit expense reports; may gather information; and may type documents and correspondence concerning staff employment, promotions, and other personnel matters.

**MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Standard office equipment and supplies.

**EDUCATION, TRAINING, AND EXPERIENCE**

Minimum requirements are graduation from high school including courses in shorthand, typing, English, and some mathematics. For higher level positions, some college as well as commercial courses are required. Courses in medical terminology desirable.

Six months' to 3 years' secretarial or general clerical experience is required.

On-the-job training, of varying lengths of time, in hospital and department routine and procedures is given.

### WORKER TRAITS

**Aptitudes:** Verbal ability is necessary to perform administrative and clerical duties, including composing correspondence and reports.

Numerical ability is necessary to make simple arithmetic calculations when compiling and auditing budget reports and expense accounts.

Clerical perception is necessary to proofread typewritten materials, to index and file correspondence, records, and reports, and to organize daily work.

Form perception is necessary to interpret shorthand.

Motor coordination is necessary when operating office machines, handling supplies, or filing.

**Interests:** A preference for activities concerned with contacts in person, on telephone, or by correspondence.

A preference for the communication of ideas, in preparing reports of activities.

**Temperaments:** Work involves a variety of changing activities from taking dictation to making decisions on minor administrative details.

Ability to supervise and coordinate work of subordinate clerical workers.

Capable of communicating with people of various educational levels and backgrounds.

**Physical Demands and Working Conditions:** Work is light.

Reaching, handling, and fingering to operate office machines.

Near-visual acuity to proofread transcript.

Talking and hearing for taking dictation and supervising other clerical workers.

Works inside.

### JOB RELATIONSHIPS

**Workers supervised:** May supervise subordinate secretaries, clerks, typists, and messengers.

**Supervised by:** Usually supervised by the head of the department in which job is scheduled, or by ADMINISTRATIVE SECRETARY (see Executive Department).

**Promotion from:** CLERK, GENERAL OFFICE; CLERK-TYPIST.

**Promotion to:** ADMINISTRATIVE SECRETARY.

### PROFESSIONAL AFFILIATIONS

**National Secretaries Association (International)**

1103 Grand Avenue

Kansas City, Mo. 64106

## TRANSCRIBING-MACHINE OPERATOR

### JOB DUTIES

Transcribes routine letters, reports, and other recorded data, using transcribing (voice reproducing) machine and typewriter; work assignments depend upon department to which assigned:

Operates transcribing machine through the use of dials and peda to control quality of voice reproduction and speed of dictation, and uses ear devices to listen. Follows prescribed procedures for using various forms with one or more carbon copies in typing particular reports. Follows specified procedures for dispatching finished reports to designated persons for approval, for signature of dictator, and for dispatching carbon copies to designated persons or offices. Responsible for verifying accuracy of the dictator by identifying patient's name, hospital number, location in hospital, and any address which may involve the use of patient-name files. Makes entries on prescribed control forms indicating report that was transcribed on a particular patient, dates dictation was received and transcribed, and name of dictator.

Job may involve use of electric or manual typewriters, as well as disk, belt, or tape-driven dictating and transcribing equipment.

May be designated according to trade name of transcribing machine such as: Operator of Audiograph, Dictaphones, Ediphone, IBM, Soundscriber, or Stenocord.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Transcribing equipment which may be individual machines or remote control consoles; and typewriters, dictionaries, and text references.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with 1 or 2 years of business courses including typing, business English, and office procedures.

On-the-job training includes a programed course in medical terminology and approximately 3 months on the job.

### WORKER TRAITS

**Aptitudes:** Verbal ability is necessary to comprehend medical terminology and its relationship to sentence structure, to properly transcribe involved messages and technical reports.

**Finger dexterity** is necessary to type rapidly and accurately.

*Interests:* A preference for activities that are routine, concrete, and organized, for transcribing messages composed by others.

A preference for nonsocial activities, adaptable to the use of machines; and listening to a transcribing machine and reproducing the material on a typewriter.

*Temperaments:* Work involves repetitive procedures, such as typing according to definite formats that requires very little independent judgment.

*Physical Demands and Working Conditions:* Work is sedentary and light.

Finger dexterity is important for speed and accuracy in typing.

Hearing is important since accurate typing depends on hearing transcription accurately.

Works inside.

### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* Head of department in which job is scheduled.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* TRANSCRIBING OPERATOR, HEAD.

### **PROFESSIONAL AFFILIATIONS**

None.

## TRANSCRIBING OPERATOR, HEAD

typist supervisor

### JOB DUTIES

Supervises and coordinates the activities of workers typing medical record forms, reports, and cards from rough drafts, corrected copies, and dictated recordings; work assignments vary depending on department.

Obtains recordings and reports for typing and distributes them to typists for transcribing from proper machine. Answers questions concerning form, style, and medical terminology, based on knowledge of hospital policy and medical records procedure. Establishes work schedules based on workload and available personnel. Reviews completed assignments for technical accuracy. May train new employees.

At times of peak workload, may type medical, surgical, and obstetrical information on permanent record forms from rough draft of medical and laboratory reports. Types index cards, case records, birth and death certificates, and special forms for patients' permanent records.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Transcribing machine, typewriter.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with business courses in typing, office machines, English, and office procedure. One to 2 years' college training preferred, or 2 years' experience as TRANSCRIBING-MACHINE OPERATOR or TYPIST in a doctor's office.

### WORKER TRAITS

*Aptitudes:* Verbal ability is necessary to comprehend medical terminology and its relationship to sentence structure, to properly transcribe involved messages and technical reports.

Finger dexterity is necessary to operate typewriter rapidly and accurately.

*Interests:* A preference for routine, concrete, and organized activities adaptable to transcribing messages organized and prepared by others.

A preference for nonsocial activities relative to the use of machines, in listening to a transcribing machine and reproducing the material using a typewriter.

*Temperaments:* Ability to plan, assign, and direct work of others doing essentially the same work.

Work involves repetitive procedures of typing according to definite formats.

*Physical Demands and Working Conditions:* Work is sedentary and light. Finger dexterity is important for speed and accuracy in typing.

Hearing is important since accurate typing depends on hearing transcription accurately.

Works inside.

### **JOB RELATIONSHIPS**

*Workers supervised:* TRANSCRIBING-MACHINE OPERATOR.

*Supervised by:* Head of department in which job is located.

*Promoted from:* TRANSCRIBING-MACHINE OPERATOR.

*Promotion to:* No formal line of promotion.

### **PROFESSIONAL AFFILIATIONS**

None.

## **TYPIST**

### **JOB DUTIES**

Types a variety of materials such as laboratory report forms, letters, patient record cards, and monthly statements, depending upon the department to which assigned:

Data from one record is copied to another, medical information is posted on permanent record cards, types correspondence or copies directly other material from rough draft or corrected copy. May transcribe materials from a transcribing machine. May verify totals on report forms, requisitions, or bills. May cut stencils for duplicating machine. Keeps typewriter clean and maintains supply of necessary forms. Performs various related clerical duties.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Typewriter, transcribing machine, duplicating machine; standard office equipment and supplies.

### **EDUCATION, TRAINING, AND EXPERIENCE**

High school or commercial school graduation with courses in English and typing.

Experience is desirable but not essential.

Short period of on-the-job training in hospital and department routine and procedures.

### **WORKER TRAITS**

*Aptitudes:* Verbal ability is necessary to be aware of rules of grammar and spelling in copying material and for reading comprehension.

Clerical perception is necessary to proofread typewritten records, to cross-index and file various documents and correspondence, and to avoid errors in transposition when information from one record is posted to another.

Motor coordination, manual and finger dexterity are necessary for use of typewriter and for setting up and using duplicating machines.

*Interests:* A preference for performing routine activities adaptable to hospital reports and records, such as copying material on the typewriter, filing, and posting information.

*Temperaments:* Adaptability to prepare records, files, and reports in repetitive and short-cycle operations.

Works under close supervision.

*Physical Demands and Working Conditions:* Work is sedentary, most of time is spent at a desk. Work is light.

Reaching, handling, and fingering are necessary for typing and filing. Near-visual acuity to avoid perceptual errors when posting data and proofreading transcripts.

Hearing is essential in operating transcribing machine.  
Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* Head of department in which job is located. May be supervised by senior clerical workers.

*Promotion from:* No formal line of promotion. This usually is an entry job.

*Promotion to:* May be promoted to SECRETARY or STENOGRAPHER or another clerical position for which ability is demonstrated.

## PROFESSIONAL AFFILIATIONS

None.

## PERSONNEL DEPARTMENT

**PURPOSE:** To coordinate the needs and interests of the institution with those of the employees in a manner so as to provide the community with efficient, economical hospital service, and to staff the hospital with qualified, productive employees.

**RESPONSIBILITY:** Personnel administration is characterized by the philosophy, motives, and methods of organizing and treating people so that they will consistently perform at the highest levels of which they are capable, while obtaining the greatest degree of satisfaction.

The number and kinds of functions assigned the Personnel Department will vary greatly depending upon the needs, size, and goals of the hospital.

The department is responsible within delegated authority, for planning and administering a comprehensive personnel program, including participation in development of an overall personnel policy. It is responsible for developing techniques and procedures to assist line supervisors in improving the personnel aspects of their jobs. It serves as advisor to the ADMINISTRATOR on personnel problems, proposes changes in established personnel policies, and consults with and assists supervisors on a continuing basis. The major functions of this department may be classified as (1) developing sources of qualified employees, (2) recruiting and retaining competent personnel, and (3) increasing employee productivity and job stability.

Specifically, the Personnel Department performs some or all of the following functions: Recruits and screens job applicants; inducts and orients new employees; advises on methods of training and may plan and conduct training programs; develops procedures and policies to promote employee stabilization; develops procedures for position control through job analyses and job evaluations; establishes and maintains programs of wage and salary administration, and employee benefits; assists in planning and establishing lines of communication; may take part in collective bargaining procedures; establishes health and safety programs; advises the administration on legal problems relating to employment; does research to determine causes of and solution to personnel problems; advises on hospital organization and helps establish employee budgetary controls; maintains complete

personnel files on all employees; and maintains organization charts and staffing patterns.

**AUTHORITY:** Final authority for applying sound personnel policies rests with the **ADMINISTRATOR**. The **PERSONNEL DIRECTOR** exercises line authority only over employees in the Personnel Department. Personnel administration is a staff function. As such, it has no direct authority over operating or line supervision.

**INTERRELATIONSHIPS AND INTRARELATIONSHIPS:** Because administrative officials recognize the need for specialized knowledge and careful planning to insure sound personnel relations, personnel administration has become a separate department. Since the **PERSONNEL DIRECTOR**, as a specialist, is chief adviser to the **ADMINISTRATOR** on all matters involving employee relations, he should report directly to the **ADMINISTRATOR**. As a staff officer, he works in cooperation with each department head to secure the maximum in employee efficiency and morale within the hospital.

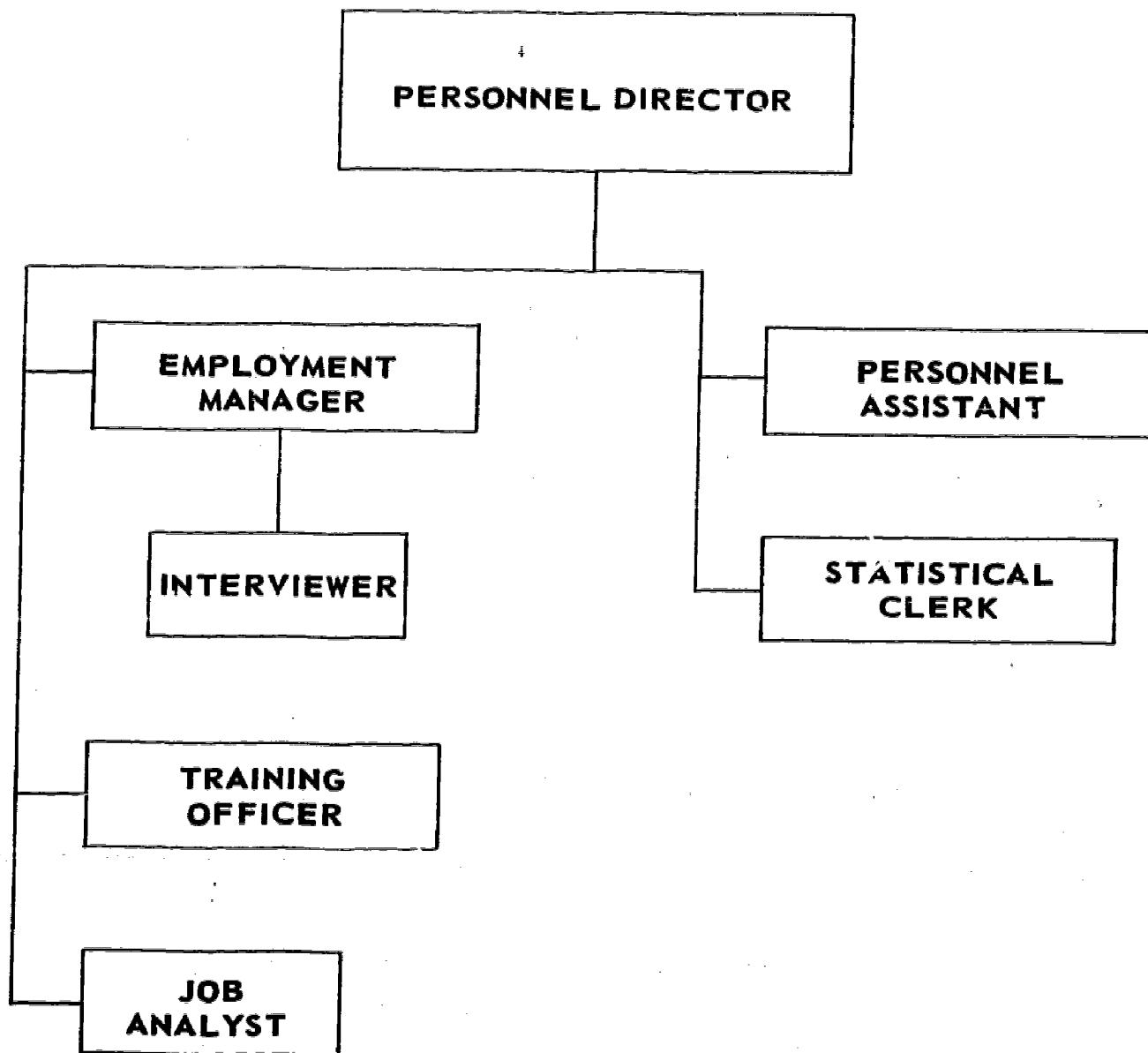
Sound employee relations tend to be reflected in employee contacts with the public; therefore, the Personnel Department is a key to good public relations. Through direct contacts with other departments, job applicants, employment agencies, social agencies, schools, public officials, and many other groups and individuals, the Personnel Department is in a unique position to create a favorable impression of the hospital and promote progressive public relations.

**PHYSICAL FACILITIES AND STAFFING:** The personnel offices should be easily accessible to job applicants and hospital personnel. They should be attractive and impress visitors favorably. Provision should be made for privacy in employment interviews and discussions with employees.

The Personnel Department is normally under the supervision of a **PERSONNEL DIRECTOR**, who has mature judgment, leadership, and specialized knowledge of personnel administration. No exact ratio has been established between numbers of employees in the Personnel Department and total personnel in the organization. The needs of the institution and functions assigned to the Personnel Department will affect the number of employees required. In smaller hospitals, personnel functions are often combined with other administrative responsibilities. With such combinations, there should be a clear division of time and responsibility, so that the personnel function is not subordinated to another function.

Both the professional and clerical staffs of this department are subject to combinations of job duties. Depending upon the size and organizational makeup of the particular hospital, each job shown on the organization chart may merit standing alone as described in the JOB DUTIES, or be broken into additional job titles (not shown), or be combined into any one of the job titles listed.

## PERSONNEL DEPARTMENT



**NOTE:** This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

## PERSONNEL DIRECTOR

### JOB DUTIES

Plans, coordinates, and administers policies relating to all phases of hospital personnel activities:

Plans and develops a personnel program and establishes methods for its installation and operation. Develops the techniques and procedures for and directs the activities of recruitment, induction, placement, orientation and training. He may also be responsible for the safety and security programs. Interprets hospital policies and regulations to new employees, arranges for their physical examinations, and conducts or advises on training programs. Establishes uniform employment policies and confers with department heads and supervisors to discuss improvement of working relationships and conditions. Assists in development of plans and policies related to personnel and advises supervisors and administrative officials regarding specific personnel problems. Initiates and recommends policies and procedures necessary to achieve objectives of the hospital and insure maximum utilization and stability of personnel. Initiates and directs surveys related to turnover, wages, benefits, morale, and other personnel considerations. Prepares training manuals and directs job analysis program, including preparation of job descriptions and specifications. Acts as liaison between employees and administrative staff. Investigates causes of disputes and grievances and recommends corrective action. Supervises workers engaged in carrying out personnel department functions.

Plans and sets up system of recordkeeping. Devises forms relative to the personnel functions. Organizes system for maintenance of central personnel files that will provide ready analysis of all personnel management functions.

Administers benefit services and other employer-employee programs, including recreation, pension and hospitalization plans, credit union, vacation and leave policies, and others. Initiates and implements employee suggestions and performance evaluation systems.

Informs employees of hospital activities and administrative policies by means of handbooks, house organs, bulletin boards, and other media. Performs research as a basis for recommending changes in procedures and policies. Interviews all terminating employees to determine causes of termination. Represents hospital at conferences relative to personnel activities. Prepares budgets.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office supplies and equipment.

## EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a recognized college or university with a degree in personnel management, industrial relations, or business administration.

Courses should include tests and measurements, statistics, applied psychology, personnel and business administration, economics, labor relations, and cost accounting.

Experience as Assistant Personnel Director is recommended. Receives inservice indoctrination in hospital policies and regulations.

## WORKER TRAITS

**Aptitudes:** Verbal ability is required to discuss personnel programs with administrative staff and employees of varying levels of verbal ability, to effectively promote the personnel program, and to explain hospital policy to individuals and groups. Capability also required to prepare manuals.

Numerical ability is required to evaluate personnel statistical data, to make various computations of departmental operations, and to prepare budgets.

Clerical ability is required to avoid and detect errors in verbal and tabular material prepared for submission to administrative personnel.

**Interests:** A preference for technical activities in order to develop and administer personnel policies.

A preference for activities that involve working with people in order to make the personnel policy effective and satisfactory to all hospital employees and to administrators.

**Temperaments:** Ability to direct and plan the activities of the entire Personnel Department.

Ability to communicate with hospital staff and outsiders as well as workers within his department, in making and carrying out personnel policies and regulations.

Must be able to make decisions.

**Physical Demands and Working Conditions:** Work is sedentary, requiring lifting and handling personnel records and files, seldom exceeding 10 pounds.

Frequent talking and hearing when conferring on personnel matters, interviewing, or assigning work to subordinates.

Works inside. Usually has own office.

## JOB RELATIONSHIPS

**Workers supervised:** EMPLOYMENT MANAGER; INTERVIEWER; TRAINING OFFICER; JOB ANALYST; and clerical staff.

**Supervised by:** ADMINISTRATOR.

**Promotion from:** Assistant Personnel Director or EMPLOYMENT MANAGER.

**Promotion to:** No formal line of promotion. May be promoted to an ASSOCIATE ADMINISTRATOR.

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**PROFESSIONAL AFFILIATIONS**

**American Society for Personnel  
Administration**  
52 East Bridge Street  
Berea, Ohio 44017

**Public Personnel Association**  
1313 East 60th Street  
Chicago, Ill. 60637

**American Personnel and Guidance  
Association**  
1605 New Hampshire Avenue, NW.  
Washington, D.C. 20009

**American Society for Hospital  
Personnel Directors**  
840 North Lake Shore Drive  
Chicago, Ill. 60611

**State and local personnel associations and societies.**

## EMPLOYMENT MANAGER

### JOB DUTIES

Supervises recruiting, interviewing, employing, and indoctrinating new employees of the hospital; supervises and assigns duties to INTERVIEWERS and interviews job applicants referred by them:

Receives requests for additional or replacement personnel from department heads and obtains approval of requisitions for unbudgeted positions from PERSONNEL DIRECTOR. Reviews applications on file or contacts various sources (professional organizations, public and private agencies, newspapers) for qualified applicants. Interviews applicants for additional information, evaluating personality, education, and experience against requirements of the job vacancy. Administers, scores, and interprets psychological tests and skill tests such as typing and shorthand pertinent to the specific job openings. Provides orientation for qualified applicants in regard to hospital personnel policies, wages, hours, employee benefits, and duties and responsibilities of the position. Refers selected applicants to department heads for final approval. May suggest alternate position for which applicant is qualified. Checks references listed by applicant to verify work history and character. Arranges for physical examination of accepted applicants.

Confers with department heads relative to personnel needs and problems of individual employees. Recommends transfers of qualified employees to other positions. Assists in development of worker and job specifications. Reviews recommendations for discharge of employees. Interviews all terminated employees to determine whether hospital screening, placement, or other practices require revision. Recommends changes in policies, procedures, and benefits to maintain high employee and job stability.

Prepares periodic reports relative to employment activities. Develops and directs use of personnel forms. Arbitrates employee grievances or refers problems to PERSONNEL DIRECTOR. May counsel employees on personal and work problems.

The duties of this job may be combined with those of INTERVIEWER, JOB ANALYST or TRAINING OFFICER.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office supplies and equipment; test forms.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from approved college or university with courses in personnel or business administration and psychology.

Experienced as INTERVIEWER desirable.

Inservice training in hospital policies and personnel procedures and routines is provided.

### WORKER TRAITS

**Aptitudes:** Verbal ability is required to communicate with applicants and department heads, and to administer and evaluate tests in order to make successful placements of workers in connection with available jobs.

Numerical ability is required to prepare and interpret periodic reports on placement functions such as recruitment, interviewing, and selection.

Clerical perception is required to organize pertinent detail of verbal and written material.

**Interests:** A preference for business contacts, in placing present or future employees in satisfying and satisfactory jobs.

A preference for activities concerned with communicating, in order to explain the policies and regulations of the hospital to candidates for employment.

**Temperaments:** Ability to communicate with applicants, to understand, and provide help for their employment problems.

Ability to collect, organize, and interpret data from personal interview, application forms, test results, and letters of recommendation, to assist in making proper placement.

**Physical Demands and Working Conditions:** Work is sedentary, with some lifting and carrying of personnel files, seldom exceeding 10 pounds.

Reaching for and handling records and reports.

Frequent talking and hearing with applicants and other hospital workers. Works inside.

### JOB RELATIONSHIPS

**Workers supervised:** INTERVIEWERS; clerical workers.

**Supervised by:** PERSONNEL DIRECTOR.

**Promotion from:** No formal lines of promotion. May be promoted from INTERVIEWER.

**Promotion to:** PERSONNEL DIRECTOR.

### PROFESSIONAL AFFILIATIONS

American Society for Personnel Administration  
52 East Bridge Street  
Berea, Ohio 44017

Public Personnel Association  
1313 East 60th Street  
Chicago, Ill. 60637

American Personnel and Guidance Association  
1605 New Hampshire Avenue, NW.  
Washington, D.C. 20009

American Society for Hospital Personnel Directors  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## INTERVIEWER

### JOB DUTIES

Interviews and screens job applicants to determine qualifications for employment with the hospital:

Conducts initial interviews of applicants for employment. Assists applicants in filling out application forms and requests additional information or clarification of data as necessary. Answers questions and supplies information regarding employment policies and requirements. Notes appearance, manner, and experience of applicants and other requirements of hospital employment policy. Refers qualified applicants to EMPLOYMENT MANAGER. Checks references on applications to verify work history. Receives requisitions for personnel from various departments, and refers qualified applicants from names in file, or contacts various sources to obtain workers.

Prepares reports supplying information on present employees or new employees, as requested. Maintains personnel records and makes changes necessary to keep records up to date. May administer and score tests not requiring special education and training.

The duties of this job may be combined with those of EMPLOYMENT MANAGER, JOB ANALYST, or TRAINING OFFICER.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office supplies and equipment; test forms.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from approved college or university with courses in personnel or business administration and psychology.

Should be skilled in interviewing techniques.

Inservice training in hospital policies and personnel procedures and routines.

### WORKER TRAITS

*Aptitudes:* Verbal ability is required to communicate with applicants and department heads to successfully place workers in available jobs and to administer and evaluate tests.

Numerical ability is required to prepare and interpret statistical reports on job functions, in relation to recruitment, interviewing, and placement.

Clerical perception is required to organize pertinent details of verbal and written material.

*Interests:* A preference for business contacts, to place present and future employees in satisfactory and satisfying jobs.

A preference for activities concerned with communicating to explain the policies and regulations of the hospital to candidates for employment.

*Temperaments:* Ability to communicate with applicants, to understand and provide help for their employment problems.

Ability to collect, organize, and interpret data from personal interviews, application forms, test results, and letters of recommendation to assist in making proper placement.

*Physical Demands and Working Conditions:* Work is sedentary with some lifting and carrying of personnel files.

Reaches for and handles records and reports.

Frequent talking and hearing are required in communicating with applicants, and with other hospital workers.

Works inside.

## **JOB RELATIONSHIPS**

*Workers Supervised:* None.

*Supervised by:* EMPLOYMENT MANAGER.

*Promotion from:* No formal line of promotion.

*Promotion to:* EMPLOYMENT MANAGER.

## **PROFESSIONAL AFFILIATIONS**

None.

## **JOB ANALYST**

**occupational analyst**

### **JOB DUTIES**

Collects, analyzes, and develops occupational data relative to jobs, including job requirements and workers qualifications, to serve as a basis for selection and placement of workers, wage evaluation, counseling, and other personnel practices:

In cooperation with department heads and PERSONNEL DIRECTOR, determines need for job analysis program, and procedures to be followed. Interviews workers and observes tasks being performed in order to identify job, describe duties, and indicate requirements for workers. Includes such pertinent information as use of equipment and tools; working conditions; and requirements for physical skills and knowledge, degree of dexterity, special sensory acuteness, and personal characteristics. Writes descriptions of each job emphasizing points of information needed for personnel practices involving recruitment; placement, promotion, and transfer; job and employee evaluation; training, full utilization of workers; safety and health research; improved personnel policies; and counseling. Reviews completed analysis with department head and PERSONNEL DIRECTOR for verification.

Writes hiring specifications to assist in making valid selection of prospective employees. Reviews job duties to reveal duplication of effort and establish promotion sequence of jobs. Devises employee performance evaluation criteria and job evaluation systems, and recommends changes in job classifications. May use tests to determine occupational knowledge and skill of worker. Determines interrelationships among jobs for purposes of transfer, promotion, and job redesign.

Assists in developing job analysis schedule and other personnel forms. Performs research to determine improved personnel procedures. The duties of this job may be combined with those of INTERVIEWER, TRAINING OFFICER, or EMPLOYMENT MANAGER.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Office equipment and supplies; testing and analysis forms.

### **EDUCATION, TRAINING, AND EXPERIENCE**

Graduation from an accredited college or university. Courses in statistics, tests and measurements, and personnel administration are desirable. Experience in job analysis or similar phases of personnel work are essential.

Inservice training in hospital routines and procedures is provided.

## WORKER TRAITS

**Aptitudes:** Verbal ability is necessary to communicate with workers when making job studies, then to express clearly the details, so that the findings will correlate with the purposes of the job study.

Numerical ability is necessary to prepare wage and rating scales, statistical charts, and evaluation systems.

Clerical ability is necessary in preparing formats of personnel records and entering information on them.

**Interests:** A preference for technical activities, to support knowledge of equipment, terminology, and processes used by hospital workers.

A preference for activities of an abstract nature, for research to develop new personnel procedures, and to alleviate hospital personnel problems.

**Temperaments:** Aptitude to collect, organize, and evaluate job data gathered from studies of hospital jobs.

Capable of making recommendations for improved use of personnel on the basis of evaluations made of job data.

Capability to meet and interview various types of workers and to observe duties being performed in all areas of the hospital.

**Physical Demands and Working Conditions:** Sits, stands, and walks intermittently throughout the working day.

Handles and fingers office supplies and equipment.

Talks and listens to employees when studying jobs.

Works inside.

## JOB RELATIONSHIPS

**Workers supervised:** None.

**Supervised by:** PERSONNEL DIRECTOR.

**Promotion from:** No formal line of promotion. May be promoted from INTERVIEWER.

**Promotion to:** No formal line of promotion. May be promoted to PERSONNEL DIRECTOR after additional training and experience.

## PROFESSIONAL AFFILIATIONS

American Society for Personnel Administration  
52 East Bridge Street  
Berea, Ohio 44017

Public Personnel Association  
1813 East 60th Street  
Chicago, Ill. 60637

American Personnel and Guidance Association  
1605 New Hampshire Avenue, NW.  
Washington, D.C. 20009

## PERSONNEL ASSISTANT

records clerk

### JOB DUTIES

Maintains personnel records of hospital employees and answers employment inquiries:

Types personnel forms of new employees, such as employee record forms and insurance forms. Files employee folders in prescribed manner. Records changes in status on employees' personnel records, such as name, address, telephone number, wage change, transfer, and attendance to keep records current. Remove records of terminated employees, from active file.

Answers inquiries concerning availability of employment opportunities. May do preliminary screening of applicants by obtaining information about interests, skills, ability, and experience before referring those with satisfactory qualifications to INTERVIEWER or EMPLOYMENT MANAGER for extensive interview. Explains and answers questions about hospital employment policies and requirements. Assigns lockers to new employees and maintains locked-key control system.

Schedules job applicant appointments with INTERVIEWER and EMPLOYMENT MANAGER. Contacts references listed on application by telephone or letter to verify applicant's work history.

Reviews departmental reports to determine information, such as number of vacancies, total number of employees, and compiles data for preparation of monthly reports. Supplies information concerning present and former employees. May order office supplies.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, office forms.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with commercial courses required. College courses in personnel administration and psychology are desirable.

On-the-job training in interviewing and office procedures provided.

### WORKER TRAITS

*Aptitudes:* Verbal ability is needed to communicate with applicants and instruct them in proper preparation of application and in making contacts in regard to employee references.

Clerical perception is needed to verify personnel records and information for reports.

Motor coordination is needed for typing of forms.

Manual dexterity is needed for sorting and filing application records.

*Interests:* A preference for business contacts, for suitable interviewing of applicants.

A preference for routine, concrete, and organized activities, adaptable to keeping records and to interviewing.

*Temperaments:* Versatile; work involves a variety of duties according to established format of department.

Communicates with applicants when interviewing them.

*Physical Demands and Working Conditions:* Work is sedentary, requiring some lifting and carrying of personnel files not exceeding 10 pounds.

Reaches for, handles, and fingers records and reports and typewriter.

Talking and hearing with applicants and other hospital workers.

Works inside.

## WORK RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* PERSONNEL MANAGER.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* No formal line of promotion. May be promoted to INTERVIEWER.

## PROFESSIONAL AFFILIATIONS

None.

## STATISTICAL CLERK

### JOB DUTIES

Compiles data for reports concerning hospital personnel activities for analysis by administration and as a basis for statistical studies, using adding or calculating machine to compute totals, averages, and other details required:

Compiles statistics from source materials such as number of job applicants, interviews, tests, hirings, transfers, promotions, absentees, injuries, and turnover records to prepare weekly, monthly, and annual reports. Makes comparison reports, by month or year using source data. Calculates number of employees by department and classification and notes number of employees terminated and hired under each department and classification. Makes periodic wage and hour surveys of specified positions to compare hospital pay rates with those of other hospitals and businesses in the area. Assists PERSONNEL MANAGER to evaluate these reports.

Maintains employee personnel records by entering additional information, or removing records from the files for terminated employees.

Types statistical reports and may act as RECEPTIONIST.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, adding and calculating machines, statistical forms.

### EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in mathematics and use of business machines.

No previous experience is necessary.

On-the-job training to learn particular statistical procedures.

### WORKER TRAITS

*Aptitudes:* Numerical ability is necessary to make statistical computations quickly and accurately.

Clerical perception is necessary to perceive detail in tabular material, to proofread numbers, and to avoid errors in arithmetical computations.

Manual and finger dexterity to operate typewriter and business machines.

*Interests:* A preference for working with statistical computations and reports.

A preference for routine, organized activities, adaptable to preparing records and reports.

*Temperaments:* Suitability to perform repetitive, short-cycle operations in preparing statistical charts.

A sense of discipline to follow instructions carefully in computing statistical charts.

*Physical Demands and Working Conditions:* Work is sedentary.

Reaches for, handles, and fingers reports and records. Finger dexterity also required in operating business machines.

Near-visual acuity to read and write numbers.

Works inside.

### **JOB RELATIONSHIPS**

*Workers supervised:* None.

*Supervised by:* PERSONNEL DIRECTOR.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* No formal line of promotion.

### **PROFESSIONAL AFFILIATIONS**

None.

## TRAINING OFFICER

### JOB DUTIES

Assists in planning, organizing, and directing employee training programs designed to orient employees, improve job skills, and develop potential capabilities:

Confers with supervisors and department heads to determine need for training in order to increase job proficiency or improve morale. Plans new or special training classes and demonstrations, writes training material or adapts existing materials to immediate needs. Prepares and distributes pamphlets, memoranda, or manuals to be used by trainees. Schedules classes in cooperation with department heads, and arranges for lectures, demonstrations, or on-the-job training. Orients new employees to hospital policies, methods, and procedures.

Institutes supervisory training programs to develop more effective relationships between supervisors and subordinates. Instructs supervisors and department heads in training methods and use of training materials, and assists other members of the department with specific training or personnel problems.

Instructs employees relative to nature and hazards of equipment and materials handled, responsibilities of specific positions, and hospital safety rules. Conducts or arranges for sessions for introducing new procedures or equipment. Follows up program to evaluate effectiveness of training and to determine need for revision of methods or materials.

Selects and edits training materials such as educational films and books for training purposes. May prepare handbooks outlining personnel policies of institution, including information relative to salary and promotion; insurance, vacation, sick leave, and other benefits; standards of what is expected of employees and what they can expect from the hospital.

Designs training charts and other visual aids.

The duties of this job may be combined with those of INTERVIEWER, JOB ANALYST, EMPLOYMENT MANAGER, or PERSONNEL DIRECTOR.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Audiovisual equipment, training manuals, and other aids.

### EDUCATION, TRAINING, AND EXPERIENCE

Graduation from accredited college or university with courses in educational methods, personnel administration, applied psychology, English, and possibly journalism.

Teaching experience or experience in personnel work is essential.  
Inservice training in hospital procedures and routines.

### WORKER TRAITS

**Abilities:** Verbal ability is needed to communicate (on a teacher-student basis) with workers of varying cultural and educational backgrounds and to prepare manuals and training materials.

Clerical perception is needed to organize and prepare manuals and training materials.

**Interests:** A preference for activities concerned with people and the communication of ideas to them.

A preference for activities concerned with creating effective training materials.

**Temperaments:** Suitable for work that involves a variety of conditions to conduct a meaningful instructional program geared to the needs of the hospital.

Ability to communicate with people in actual job duties, beyond giving and receiving instructions, when orienting them to hospital and giving on-the-job training.

Influences people through ideas of training and accident prevention programs.

**Physical Demands and Working Conditions:** Work is light. Sitting when preparing materials and standing when conducting training sessions.

Talking and hearing when conducting training sessions.

Near-visual acuity for reading and writing training materials.

Works inside.

### JOB RELATIONSHIPS

**Workers supervised:** None.

**Supervised by:** PERSONNEL DIRECTOR.

**Promotion from:** No formal line of promotion. May be promoted from INTERVIEWER.

**Promotion to:** No formal line of promotion. May be promoted to PERSONNEL DIRECTOR after additional training and experience.

### PROFESSIONAL AFFILIATIONS

American Society for Personnel Administration  
52 East Bridge Street  
Berea, Ohio 44017

Public Personnel Association  
1818 East 60th Street  
Chicago, Ill. 60637

American Personnel and Guidance Association  
1605 New Hampshire Avenue, NW.  
Washington, D.C. 20009

## **PUBLIC RELATIONS DEPARTMENT**

**PURPOSE:** To interpret policies and objectives of the hospital to the public, to foster attitudes of confidence and respect for the hospital on the part of the community, and to interpret the public's opinion of the hospital to hospital authorities.

**RESPONSIBILITY:** Developing a planned course of action that will keep the public informed of the benefits to be derived from the hospital.

This department promotes and develops community understanding of hospital services and stimulates an active interest of the hospital staff in community needs; informs the public of hospital achievements as well as its programs; cooperates with other health agencies to fulfill health and welfare needs of the community; clarifies controversial health and welfare issues for both staff and community; stimulates willingness for voluntary contributions and public and private endowments; and interprets hospital policies and costs to the community.

Because of the increasing involvement in, and importance of, hospital-community relationships, a planned public relations program is vital. Probably the soundest basis for good community relations is through the spoken word of satisfied patients. There are many ways within the hospital to accomplish this end, such as giving special care to selection of personnel for admitting, information, telephone, and similar public contact positions; adjusting complaints in a sympathetic manner; adhering to accepted codes of ethics governing release of information; and developing an awareness on the part of employees, particularly nursing and medical staff, of the value of good relationships with patients.

Speeches arranged by the Public Relations Department and delivered by hospital representatives to business and service clubs, church, school, and extracurricular groups and addresses and dramatizations for radio and television audiences are vehicles for getting the hospital's story before the community.

Daily newspapers, neighborhood newspapers, school papers, and local industrial papers offer opportunities for promoting good public relations stories. Items can be newsworthy events, feature articles and picture stories, editorials, and regularly published hospital news or announcement columns. This material

may be written by the publications staff or hospital Public Relations Department.

Regularly issued hospital bulletins for the hospital staff, bulletin boards, special editions of annual reports, and other reports along with patients' handbooks and brochures provide means of contacting both staff and patients with the written word.

Posters and exhibits for the public displayed either within the hospital or in other community establishments and hospital tours conducted for various groups also have proven successful.

Other responsibilities of the Public Relations Department may include surveying public opinion and planning special events.

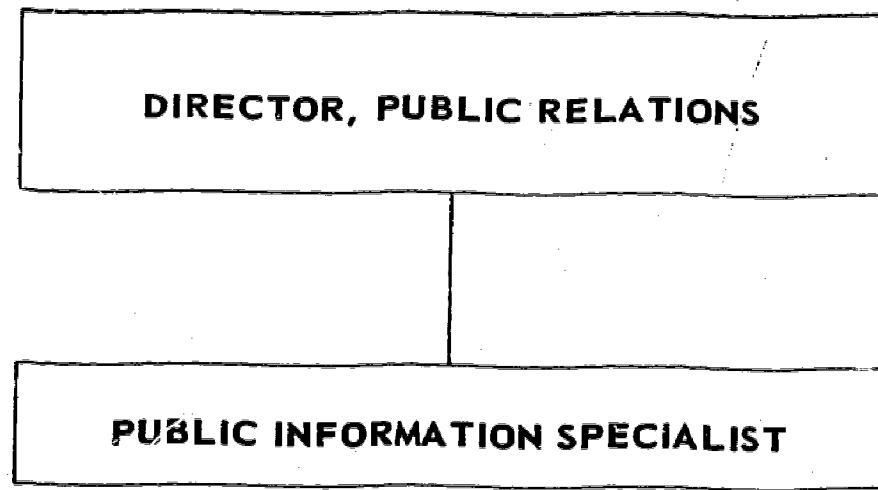
**AUTHORITY:** Public relations is a management function. The DIRECTOR, PUBLIC RELATIONS, therefore, should report directly to the ADMINISTRATOR. The Public Relations Department, however, operates in a staff capacity and has no authority over operating or line activities or personnel. The DIRECTOR, PUBLIC RELATIONS has line authority only over those in the Public Relations Department working directly under him.

**INTERRELATIONSHIPS AND INTRARELATIONSHIPS:** Public relations has become a separate department because of the need for specialized knowledge and careful planning to increase public understanding of hospital objectives. The department plays the guiding role in developing the hospital's image in the community. The DIRECTOR, PUBLIC RELATIONS works closely with all hospital officials. Conferences and decisions pertaining to employee relations, and hospital policies and procedures, are of considerable interest to, and can have a direct bearing on, public relations. Frequently, the DIRECTOR, PUBLIC RELATIONS, works closely with a special committee of the governing board.

**PHYSICAL FACILITIES AND STAFFING:** The Public Relations Department should be easily accessible to the Executive Office of the hospital.

The department is usually supervised by a DIRECTOR, PUBLIC RELATIONS. Public relations functions, however, may be combined with other administrative responsibilities. In this case, there should be a clear division of time and responsibility so that public relations aspects are not subordinated to other activities and responsibilities. In small hospitals, the function is handled frequently by the ADMINISTRATOR or a committee of the governing board. Even with a full-time DIRECTOR, PUBLIC RELATIONS, it is advantageous to form an advisory committee of civic-minded persons in the community familiar with public relations techniques, in order to promote community interest and understanding.

## PUBLIC RELATIONS DEPARTMENT



**NOTE:** This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

## **DIRECTOR, PUBLIC RELATIONS**

**community relations director**

### **JOB DUTIES**

Organizes and directs hospital public relations programs to develop public interest, understanding, and good will and to provide a central source of information for the public that will comply with hospital policies:

Confers with ADMINISTRATOR and Governing Board to formulate public relations policies, and to develop programs that will result in a close community identification for the hospital, satisfy the publicity requirements of the community, and comply with hospital and medical codes of ethics. Plans public information programs and carries out such programs by working with all news media. Plans and arranges for press conferences, open houses, publicity brochures and displays, and solicits cooperation of medical staff and patients in these efforts. Plans, organizes, and directs volunteer participation in public relations programs, such as staffing of speakers' bureau and staffing of displays at the hospital and elsewhere.

Gathers information from hospital staff, physicians, and patients; writes news releases, and assists in press conferences, radio and television programs, to disseminate information regarding hospital admissions, surgical techniques, research activities, new equipment and facilities, and unusual medical or surgical cases that would be of general interest.

Conducts visitors on tours of hospital; addresses civic, business, and service organizations; and represents hospital in community activities. Writes articles for publication and prepares graphic materials and special reports.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Office equipment and machines; news media.

### **EDUCATION, TRAINING, AND EXPERIENCE**

College degree with courses in English, social studies, and the humanities.  
Up to 10 years' experience in journalism and/or public relations.  
And up to 3 months' orientation in a hospital.

### **WORKER TRAITS**

*Aptitudes:* Verbal ability that is particularly articulate is needed for public speaking; to participate in executive planning conferences; to com-

municate with people of varying backgrounds and education; to write articles and news releases; and to direct activities of others.

Organizational ability with an eye for detail is needed to perceive pertinent detail in narrative reports; to avoid perceptual errors in compiling; and to proofread material for publication.

*Interests:* An interest in people and the communication of ideas.

A creative interest, manifested in design and preparation of brochures, publicity materials, and displays.

*Temperaments:* Leadership qualities for work involving control of programs, working with administrators, employees, volunteers, and representatives of the community in varying situations. Makes decisions based on experience regarding program best suited to type of publicity to be used for each campaign.

Facility to interpret feelings, facts, and ideas in an interesting, informative manner when writing and preparing publicity material.

*Physical Demands and Working Conditions:* Work is primarily sedentary, but requires walking when conducting tours, and standing when addressing civic, business, and service organizations.

Talking and hearing are required when performing most of job duties and when speaking before audiences.

Frequently reaches for and handles papers and writing implements.

Near-visual acuity and color discrimination in preparing publicity materials and proofreading.

Works inside. Usually has own office.

### JOB RELATIONSHIPS

*Workers supervised:* PUBLIC INFORMATION SPECIALIST. May have clerical help also.

*Supervised by:* ADMINISTRATOR.

*Promotion from:* None.

*Promotion to:* ASSOCIATE ADMINISTRATOR.

### PROFESSIONAL AFFILIATIONS

Public Relations Society of  
America, Inc.  
845 Third Avenue  
New York, N.Y. 10022

American Society for Hospital  
Public Relations Directors  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## **PUBLIC INFORMATION SPECIALIST**

**editorial assistant**

### **JOB DUTIES**

Participates in hospital public relations activities, usually assuming responsibility for one or more continuing programs, to interpret objectives of the hospital:

Confers with DIRECTOR, PUBLIC RELATIONS to plan details of assigned program, such as program limits, involved hospital policies, format, media, and techniques.

Writes news releases, stories, and featured articles for newspapers, television, radio, house organs, pamphlets, and brochures. Compiles news, publicity, and background information by interviewing staff, patients, and visitors, researching subject in medical library, and extracting or clipping data from publications and reports. Prepares layouts and edits department publications, such as house organs, brochures, and special reports. Writes daily news bulletin for distribution to patients.

Conducts visitors on hospital tours; assists families of patients, reassuring them, arranging for temporary housing, and explaining hospital policies, procedures, and facilities to them. Answers inquiries regarding patients by telephone or letter. Obtains signatures authorizing release of information and publicity pictures. Maintains historical records and scrapbooks for future reference. Arranges for facilities and services for conferences and banquets.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Office supplies and equipment; news media.

### **EDUCATION, TRAINING, AND EXPERIENCE**

College degree with courses in English, social studies, and the humanities. Two years' experience in public relations work.

Experience in journalism and group organization is desirable.

At least 3 months' orientation in hospital procedures.

### **WORKER TRAITS**

*Aptitudes:* Verbal ability is needed to communicate with people of varying levels of education and background; to write news items; and to speak to groups.

*Form perception* is needed in preparing brochures and graphic publicity material.

*Clerical perception* is needed to detect and/or avoid errors in verbal material and in reviewing and proofreading final copy before submitting it to printer or to be duplicated.

*Interests*: A preference for people and the communication of ideas. A preference for creative endeavors, manifested in the design and preparation of graphic materials and layouts for news stories and other articles.

*Temperaments*: Capacity to communicate with people of varying education and background when interviewing or conducting tours.

*Sensitivity* to interpret feelings, facts, and ideas when writing news items and other releases.

*Physical Demands and Working Conditions*: Work is primarily sedentary, with some walking when conducting tours and standing while speaking to groups.

Reaching, handling, and fingering involved when preparing graphics and news releases.

Talking and hearing are required when communicating with people, in interviews or in groups.

Near-visual acuity and color discrimination are required in preparing publicity materials and proofreading.

Works inside.

## **JOB RELATIONSHIPS**

*Workers supervised*: None.

*Supervised by*: DIRECTOR, PUBLIC RELATIONS.

*Promotion from*: None. This may be an entry job.

*Promotion to*: DIRECTOR, PUBLIC RELATIONS.

## **PROFESSIONAL AFFILIATIONS**

Public Relations Society of  
America, Inc.  
845 Third Avenue  
New York, N.Y. 10022

American Society for Hospital  
Public Relations Directors  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## **PURCHASING AND RECEIVING DEPARTMENT**

**PURPOSE:** To provide centralized procurement and control of all supplies, equipment, and materials used in the hospital.

**RESPONSIBILITY:** The determination of hospital needs and procurement of all equipment and supplies, consistent with high quality and economy.

The general functions of this department include developing specifications for commonly used items; reviewing catalogs and other informational literature to discover sources of improved equipment; promoting standardization and use of laborsaving equipment and supplies; conducting inspections to insure that items are not overstocked; and maintaining numerous records.

Specifically, when a purchase order is to be placed, this department is responsible for editing orders for completeness and verifying orders against catalogs, previous orders, and manuals for specifications such as those established by the American Hospital Association and the National Bureau of Standards. A determination is then made of quantities to be ordered based upon such information as hospital finances, market conditions, time of delivery, storage space available, anticipated rate of consumption, and availability of hospital facilities for manufacture of certain required items as are necessary for some items of Central Supply. Competitive bids are then obtained, evaluated, and formal purchase orders issued.

The basis of all operations of the Purchasing Department is the requisition initiated by individual departments. These may be either stock or purchase requisitions, depending on whether desired supplies are stocked by the hospital or are to be purchased. Such forms indicate date, department, quantity of each item returned for exchange, and the quantity and specifications of each item needed. Requisitions are approved and signed by responsible departmental or administrative authority, and forwarded to stockroom or purchasing section for procurement. Supplies required before scheduled delivery dates are secured by *emergency requisitions* following similar procedures with an added notation stating reasons for emergency.

In most hospitals the Purchasing Department will receive, verify, store, and issue, as well as purchase, supplies and equipment; some hospitals assign this responsibility to the Business Office.

**AUTHORITY:** Since purchasing is a staff function, the Purchasing Department exercises no authority over operating personnel, but exerts line authority over employees within the department. The PURCHASING AGENT recommends and advises department heads on quality and availability of supplies and equipment based on special knowledge and research. He selects vendors on basis of price, delivery, and quality of merchandise; and supervises the storage, control, and issuance of the merchandise upon authorized request. He is responsible to an administrator or to a delegated authority.

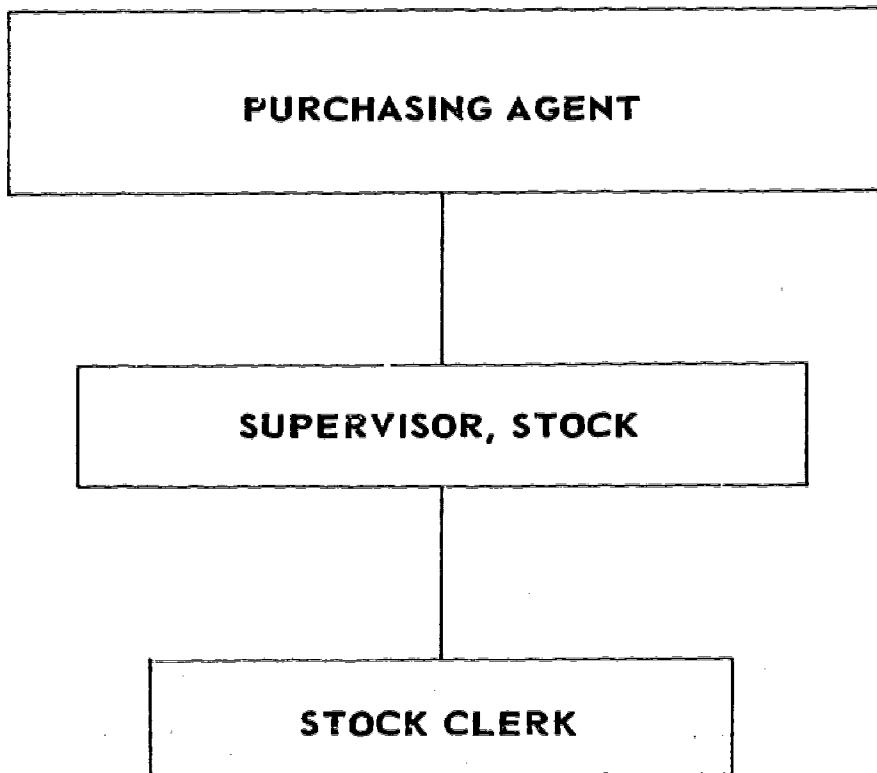
**INTERRELATIONS AND INTRARELATIONSHIPS:** Centralized purchasing provides advantages of economy, standardization, controlled accounting, and protection against waste. Actual procurement in all departments need not be performed by the Purchasing Department, but it should control the requisitions and purchasing procedures. A medical staff committee usually cooperates with the PURCHASING AGENT for the standardization of medical supplies.

The Purchasing Department deals directly with most other departments of the hospital. Particularly close coordination with the Business Department is necessary in order to maintain effective accounting, auditing, and budgetary controls and to maintain working contact with the storerooms, unless they are under the direction of the Purchasing Department. In some hospitals, purchasing is a function assigned directly to the Business Department. Recently, because of the increase in the variety of materials both disposable and nondisposable being used in most hospital departments, the Purchasing Department's personnel has been increased and it has become a separate department with its own authority.

**STANDARDS:** The Committee on Purchasing of the American Hospital Association has published a series of specifications to be used as a guide for more economical and effective purchasing.

**PHYSICAL FACILITIES AND STAFFING:** The Purchasing Department should have an office easily accessible to salesmen and hospital personnel. Where receiving, storing, and issuing of supplies, equipment, and materials are functions of this department, storage rooms and warehouse space should be situated conveniently to the using departments. The department is usually supervised by a PURCHASING AGENT with special knowledge and skills in principles and procedures of purchasing. In the small hospital, the ADMINISTRATOR may perform the purchasing functions or delegate this responsibility to an ASSOCIATE ADMINISTRATOR or to others.

## PURCHASING AND RECEIVING DEPARTMENT



**NOTE:** This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

## PURCHASING AGENT

chief buyer  
director of purchases

### JOB DUTIES

Administers and directs program to purchase materials, supplies, and equipment for hospital use, and coordinates the activities of workers receiving, storing, and issuing purchased items:

Reviews requests for medical equipment, furnishings, supplies, building materials, and other items to assure that requisitions meet with purchasing policies. Consults with department heads to resolve discrepancies or to assist them in preparing requisitions for special items. Analyzes market conditions and statistical data, interviews vendors, and reviews catalogs and other source material to obtain information on items for purchase. Compares prices, specifications, and delivery dates, and directs the preparation and mailing of purchase orders to merchandising firms or their representatives. Prepares bid instructions on large orders or special equipment. May submit purchase orders on acceptable bids to administrative personnel for approval. May arrange with vendors for discount prices on purchases of large quantities of items, such as oxygens, soaps, intravenous solutions, and other supplies. Examines purchasing records to ascertain that staff has complied with all procurement procedures. Arranges with vendors for replacement of defective items purchased.

Reviews advertising literature, trade magazines, and other publications to keep abreast of market conditions, cost prices, and new products. Consults with department heads to determine the quality, effectiveness, and durability of products purchased.

Establishes procedures for, and assigns duties to, personnel engaged in receiving, storing, and issuing purchased items. Directs the taking of periodic inventories. Examines inventory records for accuracy and adherence to inventory control procedures. Reviews inventory of stock items to insure that level is consistent with usage. Initiates purchase orders on depleted stocks. Confers with department heads authorized to negotiate own purchases to assure that purchases are made within cost limits and are not overstocked in department.

Interviews and hires new employees and assigns them to purchasing section or stockroom. Conducts periodic staff meetings to inform staff of changes in policies and procedures. Compiles and prepares monthly reports on major purchases for inventory and budget purposes. Reviews records of purchases made over a specific period of time to determine methods for improving purchasing procedures. May not be required to purchase food.

stuffs or medicines. May direct hospital's printshop and mailroom. May direct, and purchase supplies for, hospital-operated commissary.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Catalogs, inventory records, office supplies, price lists, purchase orders, purchase requisitions.

### EDUCATION, TRAINING, AND EXPERIENCE

College degree in business administration or allied field is usually required. Some employers will accept high school graduates who have taken courses in purchasing, merchandising, accounting, and marketing at the college level.

Usually requires 2 years' experience in a phase of purchasing, either for the hospital or another institution. Some hospitals will select and train a potential candidate, from a lower classification within the hospital, who has acquired thorough knowledge of hospital policies, procedures, and departmental activities.

Usually 1 month's on-the-job training is required.

### WORKER TRAITS

*Aptitudes:* Verbal ability is required to communicate effectively with vendors, to obtain the most reasonable prices, and to arrange for deliveries; to communicate with hospital staff to satisfy their purchasing needs; and with subordinate workers to motivate them and expedite their actions.

Numerical ability required to mentally calculate prices, price ranges, discounts, and other factors relating to purchasing, and to arithmetically estimate, measure, or determine footage in floor coverings, draperies, and other housekeeping or building materials.

*Interests:* A preference for business contacts with sales representatives, department heads, and associates.

A preference for the communication of ideas, to help in improving purchasing procedures.

*Temperaments:* Aptitude to direct, control, and plan the hospital purchasing program which requires frequent contact with vendors and members of the hospital staff.

Capable of sound business practices that may influence sales representatives to the advantage of the hospital's purchasing program.

Capacity to exercise judgment in contracting for purchases where frequently no specific benchmarks or precedents have been established.

*Physical Demands and Working Conditions:* Work is light. Involves frequent handling and fingering of records, printed matter, and correspondence.

Talking and hearing essential when conferring with vendors, department heads, and associates.

Works inside. Usually has own office.

**JOB RELATIONSHIPS**

*Workers supervised:* SUPERVISOR, STOCK; STOCK CLERK; and clerical workers.

*Supervised by:* ADMINISTRATOR, ASSOCIATE ADMINISTRATOR or delegated authority.

*Promotion from:* No formal line of promotion.

*Promotion to:* No formal line of promotion. May be promoted to an ASSOCIATE ADMINISTRATOR.

**PROFESSIONAL AFFILIATIONS**

American Association of Hospital  
Purchasing Agents  
840 North Lake Shore Drive  
Chicago, Ill. 60611

National Association of Hospital  
Purchasing Agents  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## STOCK CLERK

receiving and delivery clerk  
storekeeper assistant  
warehouseman

### JOB DUTIES

Receives, stores, and issues materials, foodstuffs, supplies, and equipment; takes inventories; and compiles stock records in hospital stockroom or in department to which assigned:

Unpacks or uncrates items received, using crowbar, clawhammer, knives, or scissors. Inspects items for damage or defects, such as spoilage, torn wrappings, scratches, or breakage. Verifies accuracy of shipment by counting, weighing, or measuring items and comparing size, weight, description, and code numbers with information on invoice or packing slip and purchase order. Records or reports discrepancies or damage in shipment and signs invoice. May forward invoice to the accounts payable office. Marks identifying information, such as unit code, cost, date received, and other data on items. May post quantity received on a perpetual inventory card. Carries or conveys by handtruck items from receiving area and stores perishable items in refrigerator or others on shelves according to established procedures.

Takes items from stock to fill requisitions and carries them or delivers by handtruck to requesting hospital sections or departments. Obtains authorized signatures for accepted supplies and routes signed forms to purchasing section personnel. May deduct items from perpetual inventory card. Periodically takes physical count of stock on hand and verifies count with inventory control totals.

Adjusts inventory record to agree with physical count. May post prices of items on inventory sheet from established price list for audit. Requisitions additional supplies, as needed, from Purchasing Department.

Performs related duties: Maintains storeroom in orderly manner. May sweep and mop floors of refrigerators and storerooms. May devise improved storage arrangements, utilizing knowledge of hospital storekeeping. May construct additional pallets, using hammer, saw, and nails. May make minor repairs on data-writers, staplers, and other office equipment, using handtools. May compile and submit special reports to Purchasing Department, as required, such as amount of specialized items used during a specific period of time. May train new assistants in receiving and issuing supplies and maintaining perpetual inventory. May perform duties in various hospital departments; may be concerned only with foodstuffs, or with other hospital equipment and supplies, or with maintenance materials and supplies.

## MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machines, brooms, charge records, dollies, handtrucks, inventory forms, invoices, knives, ladders, mops, handtools, requisitions, scales, rules.

## EDUCATION, TRAINING, AND EXPERIENCE

Most employers require high school graduation. Some employers will accept workers with the ability to follow oral and written instructions and perform simple arithmetic calculations.

Some stockroom experience is desirable but not essential. Occasionally employers require 1 to 2 years' experience in stockroom and general clerical work.

Workers will usually receive 1 to 2 months' on-the-job training.

## WORKER TRAITS

*Aptitudes:* Verbal ability is required to communicate effectively with other hospital staff members and delivery personnel.

Use of simple arithmetic is required to add and subtract quantities or units of stock items when posting perpetual inventory records.

Clerical perception is required to detect errors on requisitions, purchase orders, and inventory records.

Manual dexterity is required to move boxes, packages, and other items in a rapid and skillful manner so as to avoid damage to containers and contents.

*Interests:* A preference for working manually with things and objects to work well in receiving, storing, and issuing stock, according to a routine and organized procedure.

*Temperaments:* Ability to adjust to routine stockwork, carried out under direct supervision.

*Physical Demands and Working Conditions:* Work is of medium physical demand, frequently requiring lifting and carrying articles weighing up to 25 pounds for considerable distances when delivering supplies.

Frequently stoops and crouches when storing supplies on shelves or pallets near the ground.

Works indoors. Workers dealing with perishable commodities are exposed to extreme cold from walk-in refrigerators. Subject to strains due to lifting heavy objects and to bruises from falling objects. Carelessness in handling heavy items could result in serious injuries to head and extremities.

## JOB RELATIONSHIPS

*Workers supervised:* None.

*Supervised by:* SUPERVISOR, STOCK.

*Promotion from:* No formal line of promotion. This may be an entry job.

*Promotion to:* No formal line of promotion. May be promoted to SUPERVISOR, STOCK.

**PROFESSIONAL AFFILIATIONS**

**None.**

## SUPERVISOR, STOCK

storekeeper  
warehouse manager

### JOB DUTIES

Supervises and coordinates the activities of hospital storeroom personnel engaged in receiving, storing, and delivering materials, equipment, and supplies to various hospital departments:

Receives advance notice of arrival of goods from purchase orders and communications from shippers and carriers. Assists in clearing space for stock and assigns to assistants such tasks as unloading, unpacking, and storing shipments. May direct worker to deliver certain items directly to using department. Signs receipts for materials received, reserving right to return them later in case of damage or if order has been incorrectly filled. Enters data such as order number, weight, condition, carrier, and shipper on receiving sheet and verifies contents with delivery sheet submitted by carrier. Verifies stock identification numbers and specifications against original purchase order. Examines materials for damage and defects, and accepts or rejects goods. Notifies transportation companies of damaged goods and fills out damage reports. Directs storage and issuance of materials.

Makes periodic reports listing such data as shipments received, contents and condition of shipments, names of shippers, and trade names and quantities of materials issued on requisitions. Assists in keeping current inventory of materials by filing cards for goods received and issued, and posting such transactions in a ledger. Determines amount of supplies on hand and notifies Purchasing Department when stocks are low.

Performs related duties: Trains new workers assigned to storeroom. May interview and hire new employees. May assist Personnel Department in preparing job performance evaluations of assistants. May recommend promotions and transfers. May make minor repairs to articles carried in stock. May initiate correspondence with commercial establishments concerning damaged and unsatisfactory articles. May drive light truck to pick up supplies and equipment.

### MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Floor plans, forms, inventory cards, invoices, ledger, purchase orders, requisitions.

## EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent is required, including courses in business arithmetic and often in bookkeeping.

Worker must have a minimum of 2 years' experience in all phases of hospital stock-control work.

A 3 months' break-in period is required.

## WORKER TRAITS

*Aptitudes:* Verbal ability is required to schedule, assign, and supervise workers.

Numerical ability is required to verify quantities of incoming items and prepare reports of stock on hand.

Clerical ability is required to detect and avoid errors in checking stock-control records.

*Interests:* A preference for business contacts, which are with subordinates and other hospital employees.

*Temperaments:* Versatility to perform a wide variety of duties when supervising the stockroom.

Capability to plan, control, and direct the receiving, storing, and delivery of stocks for a hospital storeroom.

Capacity to deal effectively with subordinates, superiors, and other hospital personnel where storeroom is concerned.

*Physical Demands and Working Conditions:* Work is light. Lifts and carries stock items weighing 5 to 10 pounds.

Reaches for and handles stock items.

Talking and hearing required for work instructions and assignments to subordinates.

Near-visual acuity is required to read records, invoices, packing slips, and reports.

Works inside.

## JOB RELATIONSHIPS

*Workers supervised:* STOCK CLERK and clerical assistants.

*Supervised by:* PURCHASING AGENT.

*Promotion from:* STOCK CLERK.

*Promotion to:* No formal line of promotion.

## PROFESSIONAL AFFILIATIONS

American Association of Hospital  
Purchasing Agents  
840 North Lake Shore Drive  
Chicago, Ill. 60611

National Association of Hospital  
Purchasing Agents  
840 North Lake Shore Drive  
Chicago, Ill. 60611

## TRAINING DEPARTMENT

**PURPOSE:** To coordinate all training programs within the hospital in such a way as to prepare qualified, well-adjusted personnel to provide efficient hospital service.

**RESPONSIBILITY:** The Training Department may be assigned as many functions as needed to realize an equitable return on the hospital's investment in its employees. These functions will vary greatly depending upon the training needs and size of the hospital.

The department has responsibility, within delegated authority, for planning and administering comprehensive training programs. These programs may encompass all phases of hospital job training, from the employee who needs only brief on-the-job training to perform satisfactorily, to the professional interns who need academic training as well as extensive practical experience to meet professional standards. If the hospital is connected with a teaching institution, then practical, theoretical, and technical training is provided to students. Refresher courses for returning professional personnel as well as advanced courses for personnel interested in upgrading and promotion are provided. This department is responsible for on-the-job training and orientation of every person employed by the hospital. Training of volunteers may also be a function.

While the personnel of the department may not take part in each training program, the department is responsible for planning, organizing, supervising, and carrying out all the programs for the hospital. It coordinates its policies and programs with community programs that may have resources for recruiting potential employees.

**AUTHORITY:** The department is under the direction of a DIRECTOR, TRAINING PROGRAMS, who is responsible to the ADMINISTRATOR or ASSOCIATE ADMINISTRATOR depending on the organization of the hospital. If the program involves the utilization of specialized training personnel assigned to other departments, it must have the support of the governing board and the fullest cooperation of administration and cooperating departments. While the DIRECTOR, TRAINING PROGRAMS requests and assigns instructors to training duties and is responsible for their efficiency, in this function, such indi-

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viduals are supervised by those in charge of the department to which they are regularly assigned.

**INTERRELATIONSHIPS AND INTRARELATIONSHIPS:** The Training Department has become a separate department because administration realizes the need for specialized knowledge and careful planning to insure well-trained, efficient personnel. The education and training functions of the hospital require careful organization and followup of all training programs to insure that standards are achieved and maintained. Members of this department come in contact with personnel from all departments of the hospital. The head of the department cooperates with heads of all departments in establishing methods and techniques of training and training course content, in selecting personnel responsible in each department for training functions, and in providing facilities for classrooms, and for supplies and equipment. Scheduling of formalized training courses should be programmed to coincide with recruitment and hiring drives, as well as with the acceptance of students and interns from schools and universities.

**PHYSICAL FACILITIES AND STAFFING:** The physical location of an office for the DIRECTOR, TRAINING PROGRAMS should be in close proximity to both the Personnel Department and the administrative offices. Classrooms and storage space should be available for visual aids and other training materials.

Every supervisor, director, or coordinator of a department performs a training function for that department; some departments have their own specialized training person. The DIRECTOR, TRAINING PROGRAMS cooperates and coordinates with all other training personnel and has the authority to call upon them to supplement his program. Among the specialized instructors in this group are:

**TRAINING OFFICER** (personnel department) who assists in planning, organizing, and directing training programs to orient employees in hospital policies and routines; to provide efficient training programs for supervisors; and to provide on-the-job safety instruction.

**DIRECTOR OF STAFF DEVELOPMENT** (nursing service) who plans, develops, and directs programs for professional development of hospital nursing staff and coordinates staff development with nursing service program.

**INSTRUCTOR, ANCILLARY NURSING PERSONNEL** (nursing service) who plans, coordinates, and instructs inservice orientation and educational programs (theoretical and practical aspects of nursing) to train ancillary nursing personnel.

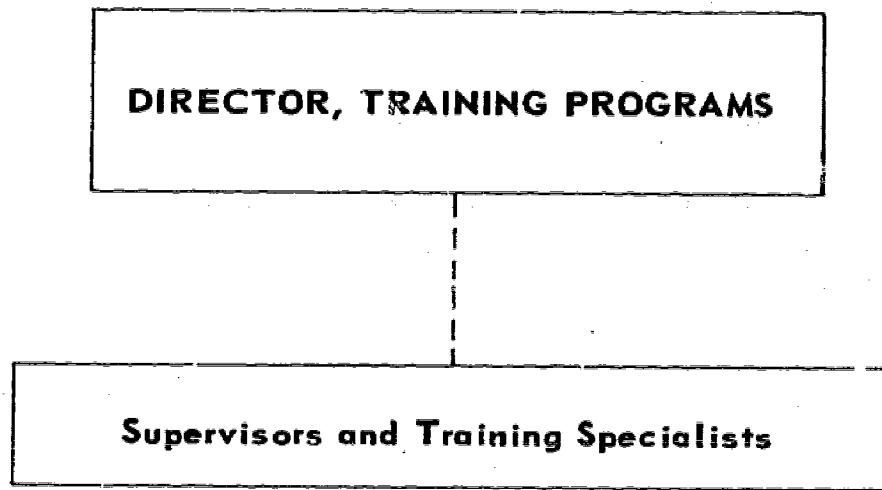
**INSTRUCTOR, NURSES, INSERVICE** (nursing service) who plans, directs, and coordinates inservice orientation and educational programs for professional nursing personnel. Included are refresher courses for returning professional nurses.

**CLINICAL INSTRUCTOR** (nursing education) who teaches theoretical and practical aspects of patient care to nursing students in a hospital school of nursing.

**DIETITIAN, TEACHING** (dietetics) who plans, organizes, and conducts dietetic educational programs.

Further information about these jobs can be found in their job descriptions elsewhere in this volume. Hospitals connected with teaching institutions will have access to numerous instructors in medical education. (Instruction of medical interns is not included.)

## TRAINING DEPARTMENT



**NOTE:** This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

## **DIRECTOR, TRAINING PROGRAMS**

**educational supervisor  
staff-training officer  
training coordinator  
training specialist**

### **JOB DUTIES**

Organizes, administers, and conducts training and educational programs in a hospital for purposes of management and promotional development, on-the-job training, and orientation of employees regarding hospital policy and routine:

Confers with management and line supervision to determine outline and scope of programs. Applies knowledge of hospital procedures, job breakdowns, safety rules, supervision techniques, and related information to formulate training curriculum. Makes sure that curriculum for professional trainees adheres to standards established by professional organizations. Organizes lectures, training manuals, examinations, visual aids, reference libraries, and other training implements. Trains instructors and supervisory personnel in proper training methods and techniques and assigns them to specific programs. Coordinates established training courses with technical and professional programs offered in public schools and universities. Prepares budget for training needs and determines allocation of funds for staff, supplies, equipment, and facilities. Maintains records of training activities and evaluates effectiveness and application of programs. Represents institution at vocational and educational meetings. May screen, counsel, test, and recommend employees for inservice educational programs or for promotion or transfer.

Utilizes a variety of audiovisual aids and training techniques such as case study, role play, and management games.

Calls upon training personnel of various departments to teach their specialties such as DIETITIAN, TEACHING; CLINICAL INSTRUCTOR; INSTRUCTOR, NURSES, INSERVICE; INSTRUCTOR, ANCILLARY NURSING PERSONNEL; and the general TRAINING OFFICER. Also has the authority to schedule supervisors and personnel from other departments to give on-the-job or refresher training to recruits.

### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Manuals, reports, audiovisual aids, and other equipment as necessary.

## EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college or university with courses in educational methods, personnel administration, applied psychology, English, and possibly journalism. Master's degree in education and personnel management is preferred.

Teaching and personnel management experience is essential.

Inservice training in hospital procedures, routines, policies, and organization.

## WORKER TRAITS

**Aptitudes:** Verbal ability is required to discuss training programs with administrative staff and instructors; to effectively coordinate the training program; to prepare manuals and training materials; and to evaluate reports.

Numerical ability is required to evaluate statistical training data, to make various computations of departmental operations, and to prepare budgets.

**Interests:** A preference for technical activities to develop and administer training programs.

A preference for people and the communication of ideas with others and to evaluate the various training changes or extensions to meet needs of recruits and the hiring departments.

**Temperaments:** An aptitude to direct, plan, and coordinate the activities of all the training programs in the hospital.

Ability to form generalizations or conclusions on basis of measurable or verifiable criteria and sensory or judgmental criteria, such as the relationship between existing training programs and the anticipated needs of the hospital and the community.

Ability to relate to people in a manner to win confidence and establish support.

**Physical Demands and Working Conditions:** This is light work. Sitting and walking throughout workday.

Handling reports, manuals, and other desk items.

Talking and hearing to converse with instructors, administrative personnel, hospital staff, and outsiders.

Works inside. Usually has own office.

## JOB RELATIONSHIPS

**Workers supervised:** General supervision over instructors assigned to teach specific courses.

**Supervised by:** ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR.

**Promotion from:** An instructor with administrative ability.

**Promotion to:** No formal line of promotion.

**PROFESSIONAL AFFILIATIONS**

**American Society for Training and Development**  
313 Price Place  
P.O. Box 5307  
Madison, Wis. 53707

## **VOLUNTEER SERVICES DEPARTMENT**

**PURPOSE:** To provide desirable services supplemental to essential services, which contribute to total patient care; to help create and promote in the community an understanding of the hospital and its services through the volunteer who becomes a part of the hospital family; and provide to the community a means of giving service to meet the human need.

**RESPONSIBILITY:** To develop, in cooperation with department heads, a program of coordinated activities to determine where the services of volunteers can be used to advantage. After initiating and conducting a survey of all hospital activities where volunteers might be used, the department is then responsible for establishing and carrying out a program that will augment and supplement the regular hospital program.

Volunteer services may be utilized in almost every department of the hospital, but close integration of hospital activities and volunteer functions is essential. While volunteers perform duties and provide services without pay, such workers must be oriented and trained to work on a scheduled basis that fits into the hospital program.

The Volunteer Services Department is concerned with recruiting workers; classifying them in terms of interests, experience, abilities, and availability; initiating training programs; and referring workers to departments where they are assigned duties on the basis of matching worker's qualifications and job demands. The capacity of the department to supplement and augment the work of the regular hospital staff is limited only by the number and training of volunteers.

The department maintains records of applications and of performance for all volunteers and makes periodic reports covering work of the department and effectiveness of services rendered. Volunteer Services must be organized and maintained on the same basis as other essential services.

**AUTHORITY:** The department is under the supervision of a DIRECTOR, VOLUNTEER SERVICES responsible either to the ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR, depending on the organization of the hospital. If a program involving utilization of volunteers is to succeed, it must have support and approval of the governing authority and fullest cooperation of administration. While the DIRECTOR, VOLUN-

TEER SERVICES assigns workers to duties and is responsible for their efficiency, individual workers are supervised by those in charge of the department to which the volunteer is assigned.

**INTERRELATIONSHIPS AND INTRARELATIONSHIPS:** Members of this department are in contact with personnel in all departments of the hospital. The head of this department cooperates with heads of all departments utilizing volunteer workers; is accessible to the general public; and, in cooperation with Public Relations Department, contacts numerous community civic and social groups. If there is a women's auxiliary, the DIRECTOR, VOLUNTEER SERVICES should work closely with this group as a source of obtaining volunteers and as a means of expanding the program.

Close contact with administration is vital, since it provides a continuing source of encouragement and prepares the regular hospital staff for effective use of volunteers. It is also helpful to organize an advisory committee from other segments of the hospital family and from the community which can render considerable assistance through recommendations concerning purposes and policies to the DIRECTOR, VOLUNTEER SERVICES and to heads of departments using volunteers.

Within the department itself, the DIRECTOR, VOLUNTEER SERVICES must be continuously aware of the need for developing and maintaining the interest and cooperation of the group. Assignment to higher level jobs and rotation from routine, repetitive tasks should be the reward for excellent service.

Periodic meetings are also helpful to provide opportunities for members to express themselves, meet socially, and learn of progress in service.

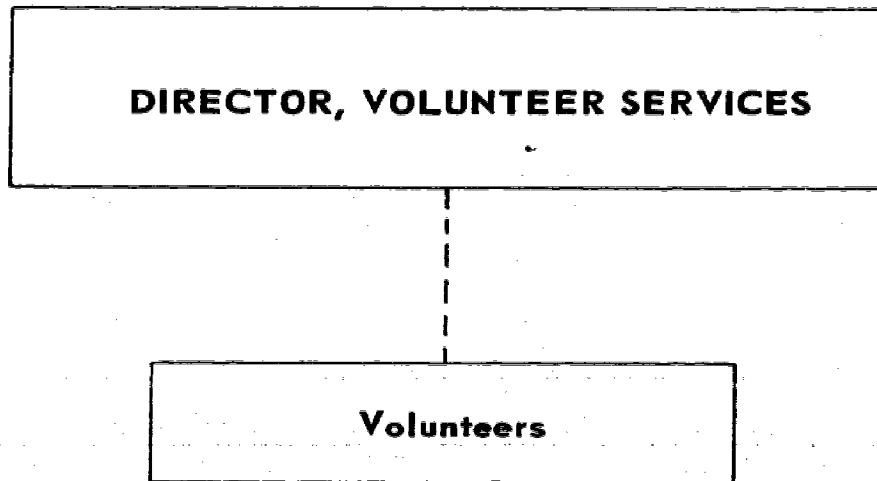
**PHYSICAL FACILITIES AND STAFFING:** An office for the department head, and dressing rooms and locker room space for the use of volunteers should be provided.

The DIRECTOR, VOLUNTEER SERVICES, who may be a volunteer or paid employee, should have a bachelor's degree with a suggested major in the behavioral sciences, have had some previous administrative experience, understand hospital routine and procedures, and be familiar with the community and its potential sources of volunteers.

The staff of volunteers may be composed of individuals with a range of skills as varied as those of the regular staff. Many of the duties require only minimum training and can be readily performed by a person willing to serve. For others, duties such as laboratory jobs, volunteers with special aptitudes or experience must be recruited. The number of volunteers depends on the size

of the institution, types of services rendered, and number of patients treated. Volunteers must be dependable, to provide a minimum of service each week, and should approach their duties as conscientiously as they would any paid occupation.

**VOLUNTEER SERVICES DEPARTMENT**



**NOTE:** This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

## **DIRECTOR, VOLUNTEER SERVICES**

### **coordinator of volunteers**

#### **JOB DUTIES**

Plans with administrative staff the objectives and scope of the volunteer services program to augment the services of regular hospital staff; recruits and orients new volunteers, arranges for their training and placement, and supervises the program.

Confers with hospital administrative staff to plan volunteer program consistent with institution's needs. Recommends establishment of policies and procedures for inservice training of volunteers, work hours, types of services to be performed, and assignment of volunteer workers. Meets with department heads to determine volunteer service needs and to interpret service policies and procedures.

Recruits and interviews applicants to determine their aptitudes, abilities, and other qualifications. Classifies applicants according to qualifications, interests, age, time available for duty, and other characteristics.

Arranges for formal orientation of new volunteers which should include a description of the institution, its purposes and organization, the place of the volunteer service program within that organization; the policies of the Volunteer Department; and the responsibilities of the volunteer. In cooperation with the staff of the hospital, organizes training courses to instruct volunteers in techniques and procedures of duties to be performed and arranges for or conducts preservice training classes and on-the-job training.

Receives requests for services of volunteers from various hospital departments and cooperates with department supervisor to define services to be performed by volunteers and to outline duties for each assignment. In cooperation with department supervisors, places volunteers according to their aptitudes and interests. Conducts periodic reorientation for all volunteers.

Conducts surveys and meets with department heads to evaluate the effectiveness of the volunteer service program. Periodically counsels with and evaluates individual volunteer. Devises methods for improving, modifying, or expanding the program and recommends changes in established policies and procedures. Arranges for appropriate recognition of the volunteer.

Prepares manuals, handbooks, and guides covering policies, procedures, and programs.

#### **MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS**

Standard office equipment.

## EDUCATION, TRAINING, AND EXPERIENCE

Preferably a bachelor's degree with suggested major in the behavioral sciences, including management.

Experience in a supervisory or executive capacity, or extensive hospital volunteer organization work.

## WORKER TRAITS

*Aptitudes:* Verbal ability is required to discuss volunteer program with administrative and volunteer personnel, to effectively promote the volunteer program, and to explain hospital policy to individuals and groups.

*Interests:* A preference for contact with people is necessary for duties involving coordination of efforts of volunteer workers with those of staff members, and meetings with other civic, social, and service organizations of the community.

*Temperaments:* Ability to direct, control, and plan entire activities of volunteer service functions.

Able to deal with people in actual job duties when interviewing, orienting, and following up volunteers.

Able to evaluate reports, surveys, and volunteer performance records against both judgmental and verifiable criteria.

Calmness and efficiency needed to perform activities involving many details and frequent change.

*Physical Demands and Working Conditions:* This is light work.

Sits and walks throughout working day.

Talking and hearing to converse with hospital staff, volunteers, and audiences.

Handles office equipment and supplies.

Works inside. Usually has own office.

## JOB RELATIONSHIPS

*Workers supervised:* All volunteer workers and departmental staff.

*Supervised by:* ADMINISTRATOR or ASSOCIATE ADMINISTRATOR.

*Promotion from:* No formal lines of promotion.

*Promotion to:* No formal lines of promotion.

## PROFESSIONAL AFFILIATIONS

American Society of Directors of Volunteer Services

American Hospital Association

840 North Lake Shore Drive

Chicago, Ill. 60611

## **PROFESSIONAL CARE DIVISION**

**ANESTHESIOLOGY  
CENTRAL SERVICE  
CLINICAL LABORATORIES  
DENTAL  
DIETETICS  
MEDICAL LIBRARY  
MEDICAL RECORDS  
NURSING EDUCATION  
NURSING SERVICE  
OUTPATIENT  
PHARMACY  
PHYSICAL MEDICINE & REHABILITATION  
RADIOLOGY-NUCLEAR MEDICINE  
SOCIAL SERVICE  
SPEECH AND HEARING  
TECHNICAL SERVICES**

## **ANESTHESIOLOGY DEPARTMENT**

**PURPOSE:** To provide for the administration of all anesthetics in the hospital, to contribute to treatment of patients, and to increase knowledge of the use of anesthetic agents and related techniques.

**RESPONSIBILITY:** To provide anesthesiology services in surgical, obstetrical, and related medical procedures. The Anesthesiology Department is responsible for obtaining a physical examination, including clinical laboratory findings, of each patient before an anesthetic is administered, recording kind and amount of anesthetic administered, patient's condition before, during, and after anesthesia, and preoperative and postoperative medications; observing patient's condition until all effects of the anesthesia have passed; evaluating effectiveness of anesthetic used; establishing and carrying out safeguards in administration of anesthetics; and caring for equipment.

**AUTHORITY:** A physician trained in anesthesiology usually directs the activities of this department. He reports to administration for his administrative responsibilities, to the chief of the medical service for his professional practices, and has full authority over anesthesiology services in the hospital. In the absence of an ANESTHESIOLOGIST, the surgeon is responsible, and the division of duties between him and the NURSE ANESTHETIST is at his discretion. Legally the PHYSICIAN or SURGEON is responsible for choosing the anesthetic agent and the techniques to be used. In practice, they often defer to the recommendations of the ANESTHESIOLOGIST or NURSE ANESTHETIST who has been chosen to administer the anesthesia.

**INTERRELATIONSHIPS AND INTRARELATIONSHIPS:** Personnel in the department must work closely with surgical, obstetric, X-ray, inhalation therapy, emergency room, pediatrics, and psychiatric services, and in recovery rooms and intensive care areas. The department head attends regular medical staff meetings, participates in discussions, and presents records of the department as a contribution to clinical research.

**STANDARDS:** Minimum standards have been formulated by the American College of Surgeons the American Osteopathic Association, and the American College of Anesthesiologists for the safety and efficiency of anesthesiology services in the hospital.

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Requirements included pertain to organization, personnel, pre-anesthetic examinations, records, followup, and safeguards.

**PHYSICAL FACILITIES AND STAFFING:** In a large hospital, the office of a full-time ANESTHESIOLOGIST should be near the operating room. Space for storing anesthesiology equipment and supplies should also be located in or near the operating room.

Due to hazards involved in improper use of anesthetics, it is necessary to insure the safety of all personnel and patients in accordance with precautions recommended by the National Board of Fire Underwriters. Explosive anesthetics are stored in a fire-resistant room, on the roof, or in a locked enclosure several feet from the hospital. To prevent accumulation of static electricity, which is a major hazard of anesthesiology, operating-room equipment and personnel should be grounded through suitably conductive floors and all-cotton uniforms. The possibility of sparks from electrical connections and switches must be eliminated. Open flames should be prohibited within the area, as well as the practice of smoking near the operating room.

An organized Department of Anesthesiology should be under direct supervision of a physician. In the smaller hospital, this service may be assigned to a staff physician who has had special training in the field. NURSE ANESTHETISTS who are qualified to administer anesthetics should be available to assist in carrying on the work of the department, and the NURSE ANESTHETIST, CHIEF may be assigned administrative duties. In some instances, an ANESTHESIOLOGIST may devote time to two or more hospitals and supervise NURSE ANESTHETISTS where the volume of work does not justify employment of a full-time ANESTHESIOLOGIST or NURSE ANESTHETIST, CHIEF.

**MISCELLANEOUS:** There have been no major technological changes in anesthesiology for many years. Good, steady research has produced new anesthetic agents, but usually these do not require major changes in traditional techniques. The research trend on agents is toward producing multifunction agents; that is, agents to serve as both anesthetics and muscle relaxants, with fewer undesirable side effects.